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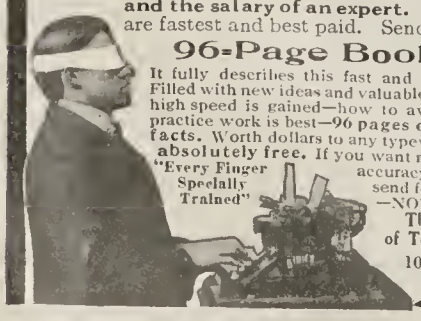

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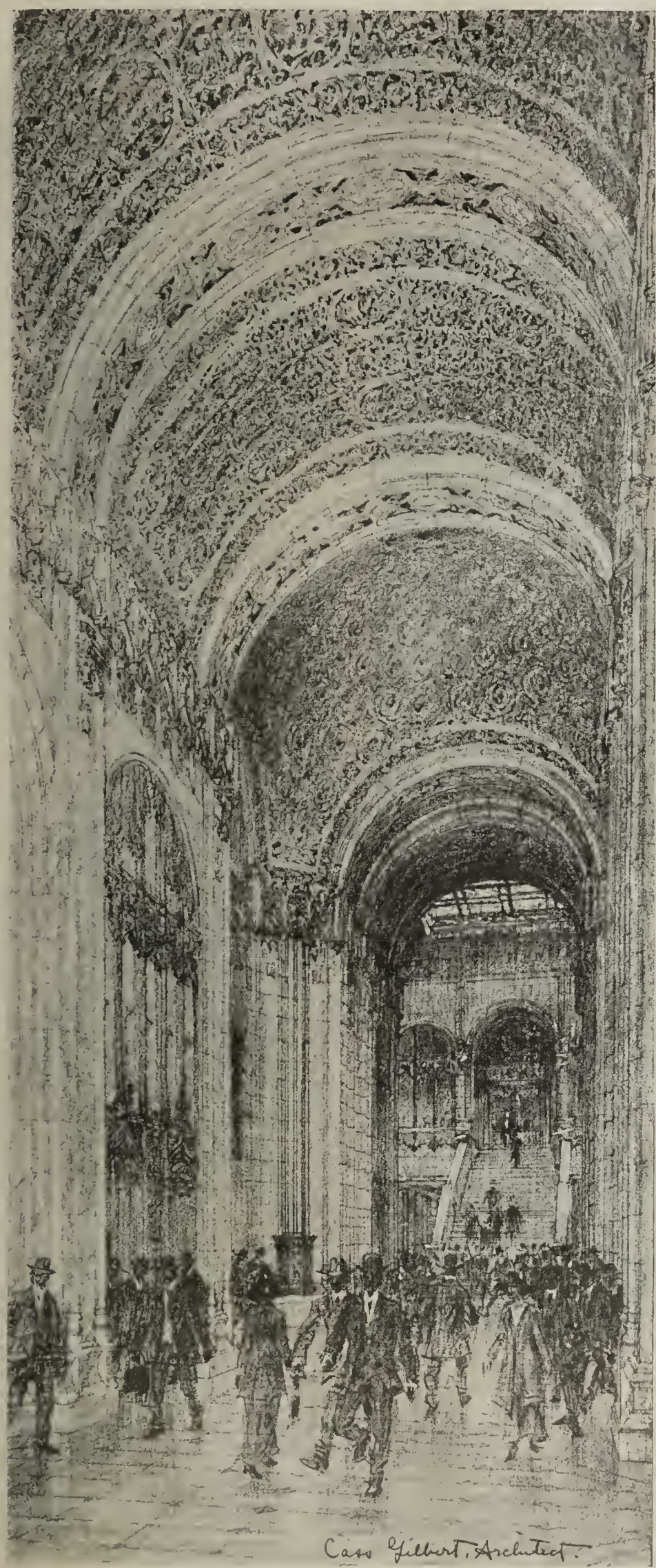


ORGANIZING a $65,000,000 BUSINESS

How the Control of 600 Retail Stores is Distributed Among Various Managers and Yet Brought to a Single Executive Head

By F. W. Woolworth

President of The F. W. Woolworth Company

THE five and ten cent business has assumed such gigantic proportions in recent years that its handling might prove a serious problem to the most practiced business brains of the country. Yet this man Woolworth, who developed the distinctly American idea, sets forth in this article the general managerial scheme that keeps the network of 600 stores closely allied and a $65,000,000 enterprise in perfect working harmony. It is estimated that Mr. Woolworth in the last 30 years has saved tenement dwellers approximately $150,000,000 in the reduced cost of kitchen utensils alone. Some of the items in the accomplishment of this were mentioned in a preceding article and others are as follows: Expenses of 600 stores $30,000 a day; 20,000 employes and 3,000,000 customers a day; twenty buyers all over the world and over $4,000,000 paid in rents; the entire output of three factories as well as the partial output of many others necessary to supply the hair-pins alone which are sold.

IN preparing to develop and extend the 5 and 10 cent business after it had gotten beyond the personal supervision of any one man, it was found necessary to divide it into units with an office in each of eight different cities. Men were appointed as heads of these offices whom the founders of the business could absolutely rely upon. They are all men of integrity and ability and above all, honesty.

These eight men also fill the places of founders of the business. In other words, they carry on the business practically under the same ideas as the founders did when it was smaller. By dividing the business into eight different units, it gives each general office manager an opportunity to get in close touch with all the managers of the stores. The managers of the stores in turn, all look to these office managers and rely upon them for advice and help—to increase the business and harmonize the interests of the entire corporation.

Thus, these office managers have been vested with the same power that the founders of this business originally had, and the founders and stockholders of the corporation get results from them.

In order to accomplish good results, it is necessary for these eight office managers to keep constantly in touch with each other and work in harmony. To give them sufficient power for reliance the following resolutions were passed by the Executive Committee of the F. W. Woolworth Co.:

"Resolved, That the office managers of the branch offices be given authority to execute leases in territories under the control of their office, when the rental of such leases do not exceed $2,500 per annum; all other leases to be submitted to the Executive Office for approval and signature.

"Resolved, That office managers of the branch office be given full authority to employ, discharge, change and arrange the compensation of store managers in their territory, except that the annual changes and changes from one territory to another must be submitted to the Executive Office for approval before being acted upon."

While every employe is a cog in the great machine, he is not required nor expected to be always the same cog. Individualism must be encouraged and the men who take a real interest in their work are moved forward. I believe that the young man of today has as good a chance as did those of an earlier generation. Opportunities are everywhere for *willing* young men. If there has been a change, it has been mostly in the calibre of young men. They come to me without a cent, and want big salaries to begin with. We encourage young men who are willing.

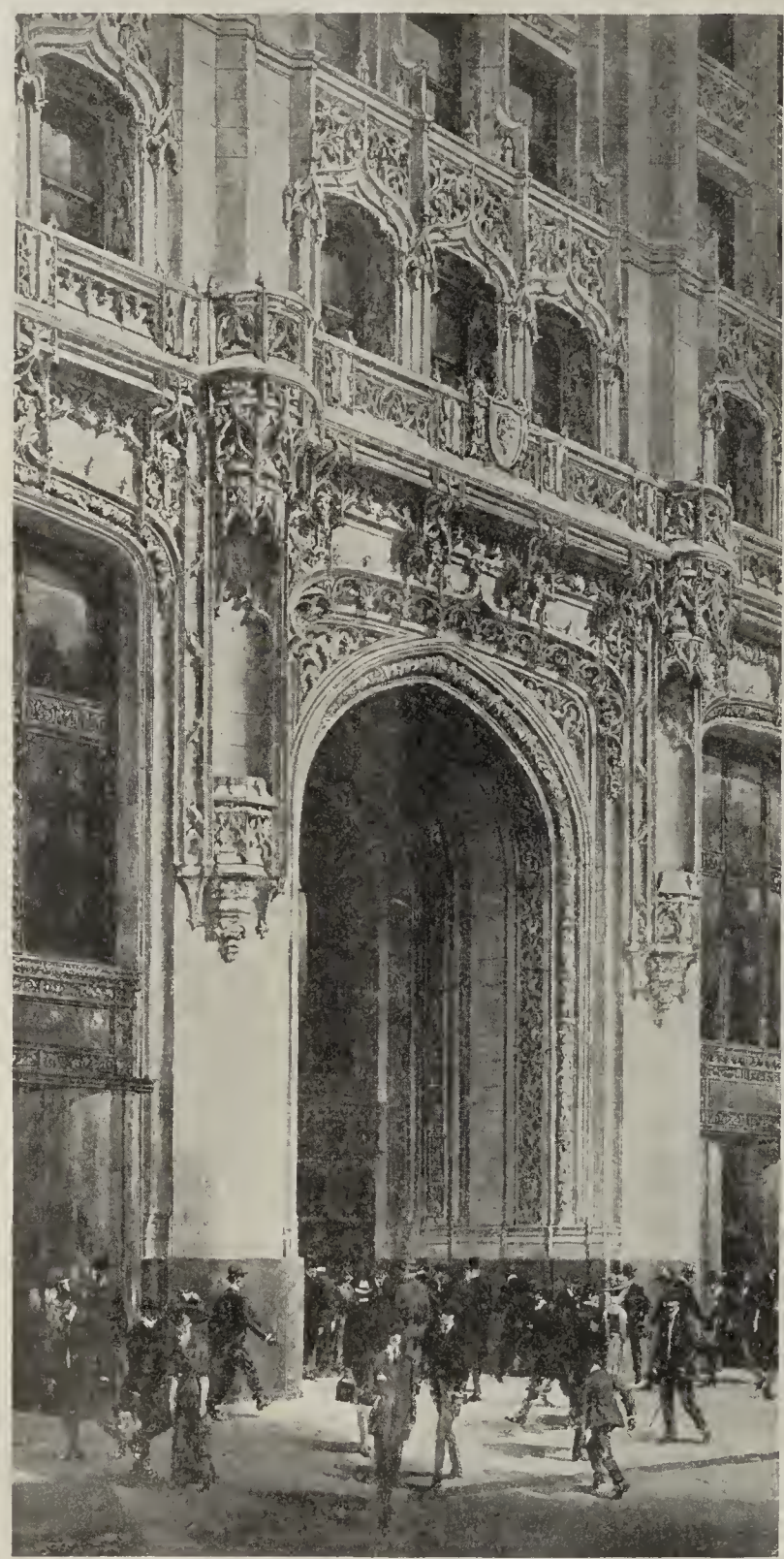
We have hundreds of men in our employ who started at the bottom, at $6 a week, and are now successful because they are willing to sacrifice. I care little for the young man with a classical college or university education. He is not fitted to begin at the bottom in a mercantile career. I have more faith in the boy who has a good common school education and who begins early in life to work in the business he wants to learn.

At the time of consolidation, when the management was ararranged to be carried on along the same lines as the railroads of the country, the eight districts comprised New York, Boston, Buffalo, Chicago, St. Louis, California and Canada.

Each of these districts has a manager and assistant, and each district has a visiting superintendent and an inspector, all of whom are subject to the orders of the manager.

These two officers visit all the stores in that district taking stock and straightening out all internal troubles, if any, reporting the condition of the business to the manager and acting for him. The superintendent employs sales people in his district. There are 30,000 employes. He also has authority to raise their wages as he sees fit.

There are 28 buyers each having authority to purchase whatever they consider necessary for the stores and pay particular attention to articles that prove to be good sellers. These men do not account to anyone but me. They have full control of the buying. If what they purchase meets with success their work is commended and satisfactory. If the work does not meet success, they must explain why they bought these goods.



Entrance to corridor of the new Woolworth Building, New York City.

Some things will sell in certain territories but not in others. One buyer suggests to another how he has made a success with a certain thing that he has done and then the other buyer takes it up. To eliminate the middleman is the underlying fundamental principle. For example, we bought a shipload of oranges for Brooklyn when they were selling at 3 cents a piece. We sold the shipload at 10 cents a dozen and they cost us net 7½ cents a dozen. Here we eliminated the middleman, otherwise it could not have been done.

These buyers receive monthly sheets from the stores for which they are buying. These sheets state what the superintendents of the particular stores believe would be good sellers, but the buyers are not guided entirely by these sheets in what they purchase. Frequently they are called to New York to go over the entire field with me. At this time suggestions are in order for a change here or a change there, possibly in the running gear or some lower prices that can be obtained. If a man applies for a position in the Woolworth stores as buyer he must have a distinct line of goods that he has made a study of, and assure us that after a trial, which generally lasts for 30 days, he will fit into the organization. If not he receives two weeks' notice. All the employes are paid every week.

At the joining of all these forces, since there were various kinds of concerns that came into the combination I made it my particular business to impress upon the men the one dominant factor that "in union there is strength." The idea of personality had to be obliterated in the new regime of things. For example, the Knox men would think that Mr. Knox's ideas connected with the business were best of all. Managers under F. F. Kirby & Co. might also believe that Mr. Kirby's plans were best for them and for the business. Managers under E. P. Charlton & Co. had been taught to look up to Mr. Charlton as an ideal man to conduct stores and had always relied upon him and thought he knew as much about conducting stores as anybody else, etc.

What I wished to impress, as President of the Company, was that all the stores under various managements had been conducted right or wrong and that there is no man among the founders of this business that has conducted stores absolutely without a great many mistakes.

To my own men I said: "Because F. W. Woolworth & Co. have more stores than

all the rest put together, is no reason why we should be "stuck up" and think we are the "whole push," for such is not the case, and when the founders got together and combined their interests, there was nothing but harmony from the beginning of the negotiations to the end; each one realized that he did not know all of the business and a good many things have been brought about that taught us all that some of the other fellows knew more about it than we did. One of the main objects in this combination of stores is to get the best ideas from all and throw away the bad ideas of all, adopting only the best of the combination. Therefore, this consolidation has been made complete with perfect harmony among the founders of the business, and also harmony among the office men that we will look up to in the future as our successors.

"We have properly intermingled the various office men that have been connected with the founders heretofore among the eight offices so that you, managers of the stores, will get the combined best principles of all that has made success in the past.

"Now, you managers of the stores will find some things that will be changed and I will ask you not to criticise these changes until they have been given a good trial and then if you have complaints to make, make them direct to the office manager and talk with him in regard to the mistakes which possibly may be made."

So in order to harmonize all the interests, each office manager appoints a time and place when the various managers in his district can meet him personally, not as a whole, but in groups of say 25 to 40 men at a time, so that the size of the meeting will not be unwieldly, and gives each manager of a store an opportunity to ask questions and get instructions from the general office manager so that they all work understandingly together.

Also, it gives the various managers an opportunity to get acquainted with each other and work for the best interest of all. I fully believe that through these gatherings and by getting in touch with the office managers, learning their ideas and methods of conducting business, great results are accomplished—that every store is benefitted eventually by the changes, and that new ideas are brought out that are good and have not been thought of before.

I try to discourage strife and jealousy. Some manager may learn of some good scheme for selling goods that he does not want the other managers to know about. But these principles are wrong. Each must give what he knows freely to the other managers.

The general office managers of the eight different offices also work with each other to get the best ideas of all. Also these eight office managers co-operate with the executive office in New York. In this way I think as long as everybody keeps loyal to his superiors and all work in harmony with each other, the result will be that this business will grow and grow and continue to grow to the resulting good of all.

Copyright by Irving Underhill

The tallest building in the world as seen from the rear.

During the consultation between the founders, buyers and office men, we discovered that there are some good points that applied to all and I authorized them to be carried out in the future. In fact, we continually send out of this office under the advise of the eight office managers, general rules to apply to all of the stores.

It appeared, for example, that S. H. Knox & Co. had inaugurated a department system in the various S. H. Knox & Co. stores, which in my opinion and in the opinion of all the founders and office men, was the best idea to adopt in all of the stores. Nearly all the stores heretofore had sent in reports weekly on the sales of candy, jewelry, postcards, etc. Now, it seems that the Knox stores had carried out the same idea on everything that was sold in their stores, and each store had been divided up into about thirty departments. The sales of each department are reported separately to the main office.

This gives the buyers and managers of the head office a better idea of how much they are selling in the different lines of goods and their system we adopt in all of the stores as soon as the details and methods can be explained and successfully worked out. The general office manager attends to this part of the business for each one of his territories. It has taken S. H. Knox & Co. several years to work out a system of this kind and probably most of their other methods will be adopted in the various stores.

The problem of keeping accounts of 600 stores spread over the earth's surface at first thought seems appaling. But a simple system is the thing. My theory is that a set of books should be so closely kept that any one at any minute can plainly see the facts of debit and credit. At the end of each business day this big company transacting an annual business of about $50,000,000 knows where it stands to a penny, and does not owe a dollar in the world.

Another thing that I like to have co-operative interest in, is to have all stores look as nearly alike as possible and to conduct business on the same methods in all of the stores. It is surprising to know how many of our customers, moving from one city to another, or visiting in different towns and cities of the United States, compare our store with the one in their own town, and a uniform general appearance inside and out is a great help.

The AMERICAN SALESMAN ABROAD

Instances in Which Superior Tact Must Be Shown in "Landing" Foreign Prospects

By William Hamilton Burquest

THE Yankee "knight of the grip" who essays to win trade in alien lands must work out a different scheme of personal contact in making prospects customers, than that used by the craft in the United States. According to two live wire salesmen who have ventured abroad, the selling game there is largely a psychological proposition. The terse, practical way in which orders are won in America, cannot always be applied with equal success in other countries.

Getting trade in South America for instance demands a certain tactful line of procedure. Thus the merchant of Latin descent possesses very often the "artistic temperament," and is a man of culture and erudition. He never talks business, until every other topic of intellectual interest has been thrashed out. Hence the game of selling goods to him is a fine game of diplomacy in which a salesman's personal atmosphere, his social graces and intellectual attainments figure potently. Pleasure first, and business afterward seems to be the mental attitude of the Latin merchant.

"I have known 'drummers' who were considered adepts in the U. S. A., but who proved sad failures in South America," said a well known western sales manager, who had learned the art of handling a peculiar type of foreign prospects after some rough experiences in Latin countries. "Yankee methods of selling goods have not met with approval in the South American republics," he went on, "and German and French salesmen have had little difficulty in capturing the retail trade from their American brethren.

"American salesmen who have invaded South America have attempted to carry with them American methods of selling goods. The retailer in the United States makes short shift of purchasing his supplies. He generally has a good idea of what he wants to purchase and the 'drummer' who has the right line of goods can sell to him in short order. Expedition, therefore, has been typical of the manner in which salesmanship has been conducted in America.

"This will not get results in South America, however. When a certain salesman for a New York cotton goods house arrived in Buenos Aires he thought all that was necessary would be for him to send his card to his prospective customer in the morning, call himself in the afternoon and leave for new fields in the evening with a big order in his pocket. He proceeded to carry through the program which at home had won for him the reputation of being a star and which had secured for him the appointment to open new markets for his firm on the southern continent.

"He was courteously received by the merchant when he arrived at the latter's office in the afternoon. Acquaintance was begun by a discussion of the political relation of the United States to the South American states and gradually drifted to art and literature. Naturally this seemed a mere waste of time to the American and he abruptly broke out with a statement of his purpose and launched into a 'spiel' for his goods. His host, too polite to show his resentment of the American's rudeness, affably showed his visitor to the door an hour later, without giving him an order. The Yankee had tried every trick known to the trade to win a sale, but it was of no avail. He left defeated, surprised, dazed. A few days later the merchant placed his order with a German house and the American returned to New York to report to his firm that the outlook for trade in South America was decidedly discouraging.

"Now, where the American made a tactical blunder was in refusing to discuss politics, art and literature with his prospective customer. The South American merchant never talks business until all other topics in which he is interested have been exhausted. Of course, he knows what the mission of his visitor is, but he wants to get acquainted with him socially before giving him patronage. The successful salesman in South America must therefore be a student of the classics and when he sets out on a trip must not forget to pack up his evening clothes and his Shakespeare, for both of them will be called into requisition.

"Invitations to balls and theaters in Latin countries will make the American 'drummer' impatient. He is not pre-eminently a society man. He much prefers the bustle and hurry of the road. The German and French salesmen, however, are a marked contrast to the Yankee. Art and literature are their forte, and as for dances and theaters, they revel in them. Like the Latin merchant on whom they are calling, they are content to discuss every conceivable topic of conversation, until that of the sale of goods is diplomatically approached. It is a dilatory process, but it wins the orders. The American salesman learns after a while, but until he is initiated and is familiar with the psychology of the business men of alien countries, he is too peremptory —too raw in his methods of 'getting under the foreign customer's skin.'"

EFFICIENCY

By Charles Arthur Carlisle

"Efficiency is the life blood of progress; make it the watch-word for the New Year.

Efficiency of administration reflects credit to the men who know how to get together, formulate a policy and pick the right man to carry it out.

Efficiency of production reflects credit to the policy of administration when it learns how to amalgamate science and practical experience, to eliminate waste, conserve energy and bring the product through from the raw material to the finished article at the lowest minimum of cost and maintain the highest standard of reputation.

Efficiency of distribution in like manner reflects credit when it makes every propect a customer and every customer an enthusiastic, co-operative repeater—it requires the specialist.

In the science of modern business the trained expert must seek and develop co-operation with practical experience. One is absolutely dependent upon the other. It's team work from top to bottom—the spirit of co-partnership that we undertake to develop."

Standardizing Correspondence

Getting a Mental Picture of the Man Who Makes the Inquiry and Giving Each Letter the Necessary Concentration

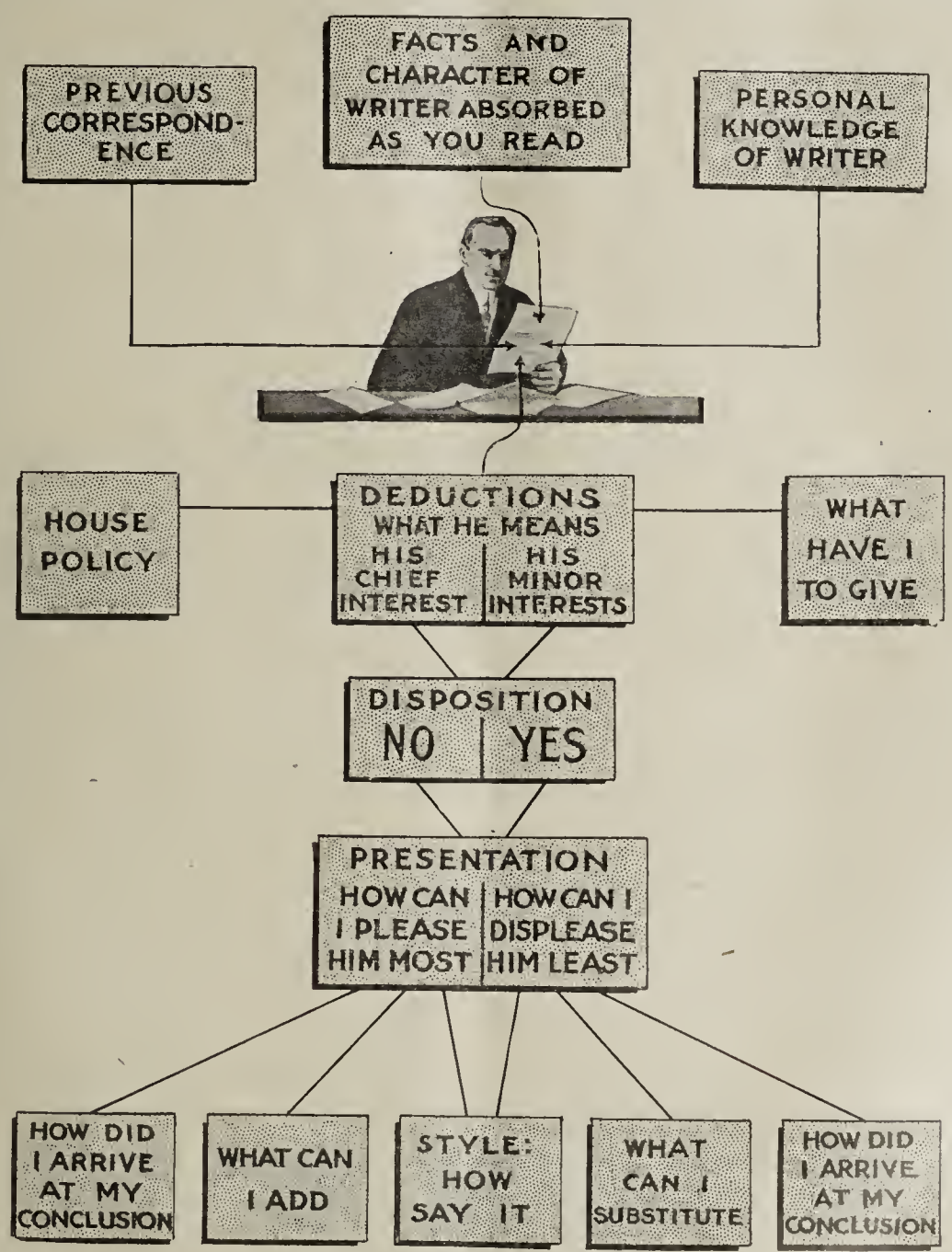
By Harrison McJohnston

THE general office manager of a concern with several branch offices where the work includes correspondence with consumers, dealers and manufacturers, has worked out a standardized correspondence chart as here illustrated—to be followed as closely as possible by all correspondents when they supply information "in response to an interest that already exists," as this man puts it. He divides all letters into two general classes—letters that create a new interest or direct an old interest into a new channel; and, as already mentioned, letters that supply an existing interest, which, as a rule, is expressed in the form of an incoming letter.

Roughly this classification might be put as letters that do, and those that do not, take the initiative; or, more broadly, letters in reply to incoming mail and those that are sent out without any solicitation on the part of the recipient, other than a probable interest in the firm's special proposition. Form letters in the mail sales division largely compose this latter class. But, of course, letters in the class of those that answer a direct inquiry may also be sales letters.

This manager insists that each correspondent in his employ—about seventy, all together — consider himself a sales correspondent. This includes the collection, claim, accounting, shipping and miscellaneous, as well as direct sales correspondence. "Every letter a sales letter," is his slogan. He maintains that each letter, no matter how trivial, may have at least an indirect effect on sales. His slogan serves to tone up every letter; so that seldom does a sarcastic, know-it-all letter, or any other of the numerous types of letters that kill business, go from this house.

The value of this man's duo classification of letters is apparent in the study of his chart, which analyzes the first class—the kind that 95 per cent of his correspondents are writing; for this concern receives numerous inquiries regarding their product. But whatever the nature of the interest that prompted the incoming letter, the correspondent is expected consciously or unconsciously to follow this chart of logical and efficient procedure when he dictates the answer.



"You see," explained this manager, "the correspondent starts with the man's letter. And let me explain that he forgets everything else for the time being. In order to help him concentrate on that one letter he is required to have nothing else on the 'work zone' of his desk.

"I have seen correspondents take up a big bunch of letters and gallop through them at top speed, reading one letter while dictating an answer to another. Again, I have seen a correspondent pick out the easy ones and dictate them; or read a letter, ponder awhile, then lay it aside, pick up another; and so on—there are numerous ways of diverting attention from the letter in hand. Therefore, my rule that each letter be distinctly separated from the rest or from any other work on the desk, helps get the necessary concentration on each single letter. I find that this one simple requirement increases the efficiency of my correspondents as much as any other.

"Thus with his attention riveted on one letter, he takes care not to overlook any important facts in the letter. When there are several subjects or several distinct phases of one subject that require attention, he checks each part of the letter as he covers the point or points in his answer.

"But before he answers any one part of the letter he reads the entire letter, no matter how long it may be, with the one idea of getting an accurate mental picture of the man who wrote the letter; or, at least, accurately to get at the man's real reason or motive in writing the letter.

"In order to do this, the correspondent must often read between the lines, consult previous correspondence, or, if he knows the writer either as an individual of a type or class of man, he must carefully weigh this in determining exactly what the writer means to say or ask as well as the motive that prompted the letter.

"Many good correspondents seem to

know the character of the man that wrote the letter from the letter's general appearance—'intuitively by the very *feel* of the letter,' as one of my correspondents put it in our recent convention of correspondents and salesmen. But this 'intuition' is really close observation of the many little things about a letter that plainly tell the manner of man that wrote it, just as the style of writing proclaims the character of an author to the student of literature who is skilled in analyzing and ferreting out characteristics of style.

"But, of course, ability to size up the writer of a letter, determine his real meaning and motive, then talk to him in a personal way, is not by any means all that is required of an expert correspondent.

"Next I should say, the correspondent must decide what is the chief interest of the man behind the letter he answers, and what are the minor interests, as suggested in the chart. Ability to discriminate degrees of interest any man might feel in several subjects, or aspects thereof, requires good horse-sense judgment, care, and a fine knowledge of human nature.

"Then, when a man's main interest is decided upon, the next question is what can I do or say about it; because it is wise to start the letter by telling that which the recipient is most interested to know. Otherwise he is likely to skip through the first part of the letter searching for that which he most wants to know. If he finds it near the end of the letter he may not go back and read over again the first paragraphs. On the other hand, if he gets information or a decision on the important issue at the beginning of the letter, he will more likely give undivided attention to the rest of the letter.

"Of course, there are exceptions to this rule, but they are few. Recently one of my collection correspondents, for example, did not want to apply this rule to a letter telling customers, who had signed a contract of instalment payments that, unless they returned a certain article sent for a certain length of time, that we must hold them to the contract as they did not return the article within the time plainly specified. These letters were in response to parties asking us to let them return the goods after the time specified. My correspondent thought we first ought to explain the situation, then tell the consumer diplomatically—after preparing him for it—that we could not let him break his contract.

"Now, in this letter, the consumer's chief interest, of course, was 'will they, or won't they, take back the goods?' Applying the rule in a hundred test letters, we told the consumer in the first paragraph that we could not take back the goods. Then we told him why in a selling letter designed to re-sell him, or at least make him satisfied to abide by his contract. The minute he opened the letter he had an answer—and, perhaps, was somewhat angered; but we were on solid ground and *had him on the defensive.*

"We also sent a hundred test letters that first explained why the contract was binding, then 'diplomatically' but firmly refused to let the contract be broken. Only sixty-four of this hundred accepted their fate and did not come back at us with more or less exasperating replies—should we allow ourselves ever to get exasperated; while no less than ninety-three of the other one hundred fulfilled their contracts without further protestation. The same man wrote each of these letters, and he put an equal amount of gray matter and time into the preparation of each. But in the letter that violated the rule we deliberately put ourselves on the defensive.

> THE *skilled correspondent must also be a skilled student; must be able to judge the sincerity and real motive of the writer and actually see the writer—and then talk to him personally in the reply to his letter as though he were right then sitting at the desk in place of stenographer or phonograph. When a man can do this—unerringly size up the writer of a letter, see him as a living human being and then talk to him on his level in the way that will most please him—that man has mastered the first great requisite of ability that will admit him to the ranks of expert correspondents.*

"Here's another way to look at it: If you must be disagreeable in a letter, is it better to slap a man in the face and then apologize, or first apologize and then give him the slap?

"This leads to the last part of the chart. When the correspondent has decided what is the chief interest of the addressee, has determined what he can do about it—usually involving a 'no' or a 'yes,' taking into consideration the house policy and what he has to offer—then comes the important part called 'presentation,' which logically divides into two parts: How can I please him most; or, if necessary, how can I displease him least—for there are not two possibilities. Either the sum total impression of your reply is going to please or displease. Obviously, in the one case, you will want to please as much as possible. The case of the collection letter just mentioned was a case of displeasing as little as possible. Most of our letters are of the other kind; for we do not believe in letters that displease, although occasionally they are the best kind for the good of the business.

"The answer to this last question in the mind of the correspondent varies with individual cases. Just a few suggestive general methods are tabulated in the chart. In either case, however, the style of your writing, or 'how shall I say it?' applies. This, of course, involves making your meaning clear by talking in the terms the addressee will be sure to understand—to say it largely as you think he might say it were he writing the same sort of letter to you—avoiding technical terms, display of erudition or egotism, and so on. The ability of the correspondent to *see* his man largely measures his ability to use the style of writing that will please most or displease least.

"I have heard executives boast of ability to 'turn down' requests in such a way as really to please the man turned down. But, except in extraordinary cases, the refusal of requests results in a certain amount of displeasure, though a clever letter may make a man forget it *for the time being.* Therefore, when you can't grant the request of a letter, it is well to recognize the fact that the addressee is going to be displeased—that your job is to displease him least.

"Often something may be substituted, or an explanation may be given. For example, recently a man wrote us to tell him where he could purchase a certain part for an old machine manufactured by a competitor. It seems that this man had written the other concern and had not gotten satisfaction. Of course, we could not supply the part. My correspondent had to displease that man *least,* so he wrote: 'I have asked our purchaser of parts, also our stock man, and have consulted several where-to-get-it directories, but regret to say that I have been unable to find where you might purchase the part asked about in your letter of September 8th.'

"Two weeks later this correspondent started to follow up this man with a series of letters that sold him a new machine within a month.

"Thus individual cases of how addressees are pleased most or displeased least might be multiplied.

"Now, I do not say that this analysis of a reply to a letter prompted by an interest that already exists is good in all cases; but it is as near as we have approached a standardized system of answering letters with the idea in mind that every one of our correspondents is a sales correspondent. When we get something that works out better than this chart, we'll use it; or when we see the chance for improving this chart, we'll do it. Every correspondent in our employ who succeeds in making a dent or a change in this chart gets ten dollars."

The CANYON or the PRAIRIE

The Story of an Ambitious Young Man Who Determined to "Get Out of the Rut"—and Made Good

By George Frederic Stratton

IF you went to a tailor to get a suit of clothes, the first thing he would do would be to measure you so that he might make a proper pattern. If you invented something for which the world had long been waiting, one of your first acts would be to prepare a working model so as to be on a sure foundation. Yet in your life work you go along hap-hazard, without model, pattern or plan, plunging headlong into the best "job" you can get, regardless of where it may lead, or any special training you may have had for that kind of work. The result is that you get into a "rut" and stay there. "Get a strangle hold on the difference between a Canyon and a Prairie," is a statement of deep significance to the young business man. The narrow strictly defined groove of routine detail work in a big office or factory is the walled canyon. The broad big grasp of business or work—its why, what and wherefore—is the great open prairie. The story here told by Mr. Stratton is based on what actually did happen, and should be an inspiration to every ambitious young man.—Editor.

WHAT'S the giggle, Reddale?" grinned Cullinan. "Why this loose abandon and unrestrained gaiety? You look like a graven image of Despair doing the Esquimau wiggle."

"I feel the way I look!" I growled "Nine hours a day putting down numbers in one column and figures in another, and whirling the crank of one of those machines and getting a total! Day after day the same—for four years!"

Cullinan was the homliest young fellow in the office, all but his eyes. In spite of the perpetual grin on his lips, those eyes now twinkled with sympathy; that is, I'm dead sure that sympathy was the leading expression, although they were just as full of humor.

"Hoot mon; Hoot! not so loud," he grinned again. "Don't disturb these peaceful surroundings. Think of the hidden meanings of those classy numbers and those flossy figures, and those fancy parlor totals. Cogitate on them, young man, and then the importance of what you're doing will loom up like the radical and noisesome surprise of two figures on your pay-check instead of one and a cipher."

"Meanings!" I howled. "Is there a man in our office among the score of automatic figure-scribbling and crank-operating machines who knows the meanings of the papers that come to him, and what they're for when he's done his little stunt on them? I don't! And I'm not allowed to find out. Ask a question about them and you'll get turned down with, 'Young Man, your business is writing up labor sheets and getting correct totals. Perfect yourself in that and pay no attention to other details!' That's what I've had served up to me."

Cullinan dropped his invariable slang for the moment and the lines of his mouth took a down curve at the corners instead of the usual up curve. I hardly recognized him.

"It's up to yourself, old scout. If you depend upon education and development resulting from routine work in a great office—or a little one—you'll keep on so depending until you're in the same class as most of the fellows here. Machines! Good, nice, efficient machines all right, if some other fellow keeps them oiled and the belts tightened; but machines, just the same." Then the old waggish grin came to his eyes and mouth, and as he left me at my boarding-house door and walked off to his own, he added:

"Treat yourself to a carousal of hot cogitation, Sonny! If you can get a strangle hold on the difference between a canyon and a prairie, life'll look like a White-way restaurant at midnight instead of seven a. m."

If any other fellow clerk had made that last observation to me it would have run off like water from a duck. But Cullinan, in spite of his continual waggish nonsense, as continually rammed in the impression that there was something in him which the other fellows had not. He was always silent about his past and his future, and I knew that our department chief looked upon him as just an ordinary useful young fellow with frivolous trimmings. But I learned more about him. He had come into the office from high school; worked for the first year at six dollars per week, and for the second year at eight dollars; had saved a hundred and fifty dollars in cash and was now preparing to go to college; was going to leave us the next day. He said to me: "I'm going to serve a term at that home for indignant and anaemic has-beens, Yale. I s'pose I'll have to shine shoes and sell papers to pay my way, but that's more flossy to me than whirling the crank of an adding machine."

"Get a strangle hold on the difference between a canyon and a prairie and life'll look like a White Way restaurant at midnight."

When a fellow of that stamp makes a sober, earnest assertion it sinks right in. "Get a strangle hold on the difference between a canyon and a prairie" stayed by me until I saw its depth of meaning, and has stayed ever since. The next day he tossed a book on my desk. "There's some spiel on page eighty-nine," he grinned, "that'll divert your thoughts from the lure of the comptometer and the wiles of the seductive total. Take it home tonight and steal ten minutes from your frivolous an' piffling depravities to read it."

It was an old book, but new to me. In the chapter he'd spoken of I read what had, no doubt, carried him over two years of pinching, determined economy, and was plunging him into another four years of perhaps worse. It was the story of William Cobbett's struggle to acquire a rudimentary education while on the pay of a sixpence a day in the British army.

I read that, and I saw what made Cullinan different from the other boys. I got that night a glimpse of his unflinching determination to get a college education; a determination that had kept his spendings so far below his squalid salary as to give him savings of a hundred and fifty dollars

in two years—a determination to use that trifling sum as far as it would go in the college course and earn his expenses for the rest of the journey. And I, who had been earning ten dollars a week during the same period, had not one cent above the trifling sum due me from the pay office. Nor had I as much reading matter I could call my own as the one old book he had given me.

I not only read that chapter, but I read the book from the first page to the last,

I told him I was determined to get into the practical end either in that plant or somewhere else.

and turned into bed at two-thirty. The next day, instead of feeling blue, gloomy and despondent at the interminable figures, I was surprised to find myself optimistic, for I was reading between the lines; puzzling my brains about what it all meant. Twice that day I got a call-down for asking questions of other clerks in other departments, but instead of feeling sore, I dug into my work cheerily, for I had certainly got some gleam of a resolution to find out what I wanted to know: and that was whether or not the rock-walled canyon I was in led to the open prairie.

It took me a week to answer that to myself, and then the answer was vague and dissatisfying. I had to break down the four-year-old wall of custom, almost habit, and I had to put new meanings on a bunch of theories that had been instilled into me by our grave, kind-hearted and impressive chief. "Specialization, young man, is the great desideratum of today!" and "Undeviating loyalty to your company and to yourself will bring their results."

I'd specialized all right; I had to. Simple addition was my specialty—chiefly on a machine. There were specialists all around me; some who had been specializing on the same job for fifteen years—two for twenty years. They were also specializing on about the same salaries as they were advanced to in the first five years. Good men, of course; you couldn't get better for any money for the work they were on. But they were at their limit, both on increase of salary and increase of knowledge of their work. Tell the forty-year-old time-card checker to take those cards to the next department that used them, and he'd have to inquire what department. That was System, with a great big capital S.

Looking deeper, I began to suspect that undeviating loyalty to my company involved undeviating loyalty to myself; and that didn't mean that holding hands with a comptometer and paying attention to no other details was finer loyalty to the company or to myself than a furtive kick at such routine, and a possible development of my young and callow energies into lines which might make me of greater value to the company; a good draftsman, perhaps, even an engineer. An engineer who'd design, and invent, and improve apparatus; who'd go out to the West, or to Mexico or Africa, in charge of great erecting contracts.

Whoop! I was carousing in hot cogitation, all right. I, an engineer; and I didn't know a motor from a watt meter when I saw them. For four years I'd been specializing on simple addition, and I'd never seen any of the gigantic splendid apparatus that was being constantly built in our great plant.

My thoughts turned to accounting. I pictured myself as an expert, coming into the great office, practically taking charge for a week or two, and then leaving the force amazed at the perfection and simplicity of the system which supplanted the old effete methods. That looked tempting, but only momentarily. For the first time in my working career I began to seriously think of a choice of work, and I followed that by sizing myself up to estimate my peculiar and special abilities. No, it wasn't an easy job, and the totals, when I got through, weren't impressive. I jotted down on a slip of paper the qualifications I knew I possessed for expert accounting. They culminated in one item: "Addition, by head or machine." On another slip I listed my qualifications for engineering. I wanted to do it honestly, and I spent a whole evening on that list. When finished, it read: "Not a darn one."

"The man who digs out his knowledge by night study and all that that means shows sand."

Cheerful, wasn't it? But I knew that I wasn't a fool naturally. I was just a normal young fellow under normal conditions. I'd gone into the company's office because I knew it was a great company, and I expected that promotions were seeking men there all the time. Perhaps they were, but they weren't hustling among men of my class. I was steady and reliable and a fair worker. So was the big Corliss engine in the power-house; but it had never occurred to me that that engine—splendid machine as it was—would ever be promoted to finer work. It was the right thing in the right place, and I, steadily and faithfully whirling the crank of an adding machine was the right man in the right place. That was the company's point of view, of course, and it was correct. It wasn't up to them to educate me for a finer job. That was my business.

It took a couple of weeks for me to get that absorbed into my system, as it was a new view which had never come to me before; had never been spoken of by the other fellows. Even the chief's remarks about Specializing only made the surface impression that he was after quicker, cleaner work on the columns of figures and the adding machine. But now I saw deeper. Specializing meant grasping some one line of work, pulling it up by the roots and tearing it to pieces to see what it was made of.

Logically, accounting should have been my specialty, for it was on that I was starting; but the start was no choice of mine. It was bare chance; just the same chance that comes to thousands upon thousands of boys and men starting on careers—the chance of opportunity; of taking the first job offered, because who knew but what it might be as good as any other job. And the uplift talkers say there's room at the top of everything, anyway.

But now Choice came to bat, at my own invitation, and it slugged out a home-run, which scored: "Engineering." That Choice was fixed by a newspaper article describing the shipment of a great hydro-generator to Mexico for mine operation. There were cuts of it, and the country it was going to. That marvelous machine was built in our works; yet that news article brought the first consciousness to me that our great plant was turning out anything interesting.

I had no idea what a hydro-generator was, but I fell in love with its photo and I got hold of some trade magazines, and commenced to get some glimmering ink-

ling of what electric current would do when properly hitched up. It was as fascinating to me as any fiction I'd ever read; and after five continuous evenings in the public library I scraped together enough money to send in a payment for a home study course on the subject.

"Reddale!" he grinned, "I'm afraid we'll have to dispense with your services!"

The commencement of that course was not particularly exhilarating, but I sugar-coated the introductory routine by frequent evenings at the library, devouring the accounts of what was being done by our own great company as well as by others. Every evening so spent opened up new marvels to me and sent me back to hard study, full of enthusiasm to back up what I saw that machines would do, by finding out how they did it.

Six months later I had the theories and principles of electric action all right, and I got hungry for practical demonstrations. I got hold of the foreman of the assembling shop and asked him if he could put me on his force. He said that it was an imperative rule to take no man from another department except on an order from the manager.

Then I tackled our department chief. He looked very grave and said plainly that a young man who fluttered from one occupation to another never achieved anything. He intimated that my office work was satisfactory, and that I was throwing away my chance of reaching the top by changing off after so good a start.

I went back to my desk, whanged the lever of that old adding machine for another day, and then got at the chief again. I told him that I was determined to get onto the practical end either in that plant or somewhere else, and he shook his head solemnly and said he'd take it before the manager. He did so and I got my transfer, but had to take $8 a week instead of the ten I'd been getting.

(Continued on Page 52).

Don't Stop at the Start

By Herbert Kaufmann

GET AWAY FROM THE BIG MOB of little men and come on up. Nobody has managed to fill out the space between here and the stars.

THERE'S NOTHING but room overhead. Competition is intense only down below. The hardest struggle is the beginning. The outset of life is the biggest trial. The start takes more time than the race.

IF YOU'RE SURE that nothing will stop you—nothing can stop you. So long as the spirit of fight is in you, you're like a throbbing motor—as soon as you can get belted to opportunity you're sure to drive things.

EVERYTHING UNUSUAL HAS TO BE WAITED FOR. The man who built the Washington monument simply piled his stone higher than any one else—he merely kept his head clear and his work straight. What is crooked falls. A straight line is always the shortest. If you doubt it, try to recall anybody who ever got anything or anywhere in any other way. Roundabout short cuts simply make you turn back and start anew.

BEING HONEST is the greater part of achievement. When you know that you're doing the best within you, you can't be downed. Self respect is an eternal life preserver—no matter how often circumstance wrecks you, you're bound to float back to solid ground again.

SUCCESS CAN'T BE INHERITED—if you've been handed power or wealth and can't reproduce it of your own accord, you're worse off than the man who had to build both for himself. He can repeat his fortune because he has the tools of experience with which to recreate.

ALL REALLY BIG MEN carved their way with their own muscles and their own brains and their own determination. Mansions and palaces don't incubate producers.

THE MASTERS of the world molded their own destinies—they grew great step by step and year by year. They stayed great because every inch of their progress was a contest with somebody else, until they had defeated, by sheer ability, every opponent.

TIMBER CAN ONLY BE SEASONED out in the open where the bad weather can get to work on it—it rots under a shed.

THE NEED and hunger and want of things seasoned three poor ignorant boys into Lincoln, Field and Edison. They became enduring through the opposition of men who already had what they wanted—they became forceful by trying and trying until the last trial was met.

WE DON'T WANT TO HELP YOU because assistance doesn't aid. Props merely show inability to stand alone.

WE'RE KINDEST to you when we make you prove—when we force you to get past handicaps. Jumpers are developed by setting hurdles.

WE CAN'T KNOW that you're true-blue until you have stood some of the rains of life and realize that your colors don't run.

WHEN WE ASSIST you least we befriend you most—we're teaching you self-development. It's kinder to kick you than to coddle you, because it gives you a chance to kick back, and every time your kicking is harder you gain additional belief in your own power.

DON'T STOP BECAUSE THE START TIRES YOU—you'll soon get used to the strain. The cavalry recruit must stick in the saddle and ride until he dosen't mind the jolting. The oarsman must keep rowing until his blisters grow into callouses.

KEEPING ON is the whole trick. The pace is secondary—it will develop as you progress. Speed without lasting-power is wasted.

IT WASN'T the fastest beginning that won the Olympian Marathon. Legs didn't produce the victor—but grit. It was the man whose courage didn't wabble when his knees did—whose tenacity kept him going and held his chest back and his head high. It was the spirit of "I Will" that drove him to the end.

MAKING MEN EARN MORE

Plans that are in Actual Operation and are Found to Increase the Percentage of Net Results

By Fred. Cook

THE old method of selecting employes was to pick out the most likely looking and leave them to their own resources. The new method is to teach the worker step by step what is expected of him and just how he can perform his task to get the best results. It is this idea of schooling employees that has earned for the American his reputation as the most efficient workman in the world. The object of this article, the first section of which appeared in the August issue, is to give the readers of BUSINESS actual instances of how employers in various lines have increased the efficiency of their force by making use of methods founded on special training and inspirational helps. No doubt some of these efficiency breeders will fit nicely into your own business—just as they are or slightly varied to meet your individual requirements.—Editor.

BEFORE the worker in any line can produce to his absolute limit, he must be skilled in the particular methods that his employer has found to be the most efficient in performing the particular task to which he is assigned, and he must be kept full of enthusiasm, ginger, ambition—call it what you will.

In a word he must be both able and willing. Employers used to believe that willing and able workers were born, not made, but of late years scientific management and studies of business less scientific, but scarcely less result-producing, have found many ways of creating both willingness and ability and infusing them into the inert persons of one-time drones and incompetents.

To be more specific, they are training their men in various ways—teaching them the latest methods in their particular line and gingering them up with talks and booklets, magazines, lectures, letters and other helps.

The School Idea

A PORTLAND department store boasts a particularly efficient force of clerks and the manager credits most of the good work behind the counters to a school in salesmanship which it conducts.

The candidate for the road is shown just enough about the watch to demonstrate its superiority.

This school is all that its name implies. A series of lectures are given in a large room fitted up for the purpose and in which there are seats for three hundred clerks. These lectures embrace store policies, sales methods and general inspirational topics. Sometimes they are given by the store superintendent and sometimes by a special lecturer. They point out clerks' mistakes—actual mistakes that have been observed at the counters, and tell how to correct them. One lecture is given each day in order that every clerk in the store may attend at least one every week.

At the close of each class period, if such we may call them, the clerks are encouraged to tell of their experiences at the counter, difficulties they have experienced and ask for advice. The manager of this particular store has been wise enough to hold continually before the eyes of his clerks the idea that they themselves benefit most by increasing their knowledge of merchandise and sales methods, and he has had no trouble in getting the entire force interested.

To carry the school idea to the limit, occasional oral examinations or quizzes are held and each clerk is asked to explain some of the merchandising principles that have been taught. This is found to increase the interest taken by the employes. A shopping tour through the aisles of the store will suffice to convince anyone that the school is accomplishing its purpose. I tried the experiment and was both surprised and pleased to find clerks who actually knew the selling points of the goods on their shelves and who knew how to tell you about them in a convincing way.

Don't Teach Too Much

BUT THIS training of men who sell is perhaps carried to its climax in the big manufacturing houses of the country who school their salesmen most thorougly and skillfully in order that they may get the best possible results. Many of these methods have been written about to such an extent that every one is familiar with them, and the training of an N. C. R. salesman may possibly be looked upon as an exception. What I want to show you is that very thorough methods of this sort are now being used by practically every manufacturer of note in the whole country.

A very fair example of the rank and file of these industries is the South Bend Watch Company, of South Bend, Indiana.

This company, like a great many others, does not believe that it is necessary for their salesmen to be watch experts in order to sell watches; in fact they have demonstrated that a man who knows the watch thoroughly as a repair man may make the very poorest sort of a salesman. He is apt to get into entangling discussions with local watch repair men and be handing out mechanical arguments where he ought to be handing out sales talk. On the other hand, there are certain things about the construction of watches that comprise real selling arguments, and these the salesman ought to know.

A man who used to be a star salesman of the firm now has charge of the schooling of

(Continued on page 54.)

The letter closes with a gentle hint that the business must be forthcoming.

HOLDING CUSTOMERS' REGULAR TRADE

Methods Used by Successful Merchants to Satisfy Their Customers and Induce Them to Return

By Richard W. Proctor

ASKED for the basic principle of retail success, one of the greatest merchants the world has ever known replied, "Hold the customer." In these three words is expressed the success principle of every money-making store.

Take any successful business anywhere. Look into its methods; search for the reason for its success. One thing will always be found—the policy of holding customers at all costs, and of inducing them to buy regularly at the store.

Through not recognizing and applying this principle retailers everywhere are needlessly sacrificing profits. They are deliberately shooing away dollars that literally come to them and ask to be banked.

Contrary to general belief, a profit is seldom made on the first or second sale to a customer. Indeed, some retailers go so far as to say that no profit can be made on a customer until he has made his fifth purchase. That is to say, NET profit, for net profits are the only ones that can be banked.

New customers seldom happen into a store of their own volition. They are generally influenced or educated to the advantages of buying there through advertisements issued by the store. And advertising costs money. If the cost of getting new customers to a store by means of advertising or special sales be charged against the gross profit that comes from their first purchases, a loss will generally be found. Profits on subsequent purchases—induced by satisfaction from the first purchase—will not have to bear the cost of getting the customer into the store. And so each subsequent purchase nets a greater profit to the storekeeper.

A business that does not systematically plan to hold the regular trade of each customer that enters its doors is built on shifting sands. Most of such businesses go to the wall in short order. Others struggle along and bewail hard times, unmindful of the net profits their faulty policy drives away from them.

Aim to Satisfy

IN MODERN merchandising the old legal precept of "Caveat Emptor" (let the buyer beware), is reversed to read, "Let the seller beware." For experience has shown that the only lasting foundation upon which to build profits is Satisfaction to the Customer. By misrepresenting goods to a customer a store may make an abnormally large profit. But such action kills his future trade with the store. And this initial profit fades into insignificance beside the sum total of the smaller legitimate profits that would come from repeated purchases induced by satisfaction.

A store in the Middle West, famed for its remarkable growth, impresses upon its clerks that the customer is to be satisfied at all costs. In one of his weekly talks to employes the superintendent said:

"When you wait upon a customer, do not take the mental attitude of trying to sell him something. Instead, put yourself in his place and help him buy the article best suited to his needs. Real salesmanship consists not in forcing goods on a customer, but rather in making him want them so badly that he will buy of his own free will —actually sell himself.

"The reason why customers return goods can generally be traced to forcing tactics on the part of the salesman. There is an actual loss to the store in every case where purchases are subsequently returned. If you know you haven't the goods the customer needs, tell him so frankly; at the same time show what you have. Never force anything on him—lose a sale rather than run the risk of not satisfying him in every way.

"Only this morning an incident came to my notice that shows the value of looking at a purchase from the customer's standpoint. In a big store like this it is impossible to keep in intimate touch with every customer who comes to the store. A one-man store can do this, but we have to use a different method. So we maintain a staff of investigators whose duty it is to call on customers, thank them for their patronage, ask if they are satisfied with their purchases, seek suggestions for the betterment of the store service, and find out what first induced them to come to the store.

"One of our investigators in talking with a typical housewife—one of our regular customers—found that her first purchase dated back three years. At that time she had just come to the city from another part of the country and needed a new kitchen equipment. She dropped into the store while on a shopping trip 'Because I liked its appearance,' she said.

"In the hardware department she asked to see a set of low-priced cooking utensils. This was shown her. When she had decided on the purchase the clerk suggested that she might be interested in a better grade set, as it possessed many advantages over the ordinary line.

" 'But it costs so much more.'

" 'I'll show a set to you, Madam,' replied the clerk, diplomatically evading an answer.

"With a line of high-grade cooking utensils spread out in front of the customer, the clerk explained their advantage. First he impressed upon the customer the greater wearing qualities of the higher-grade articles and explained how they would outwear two or three low-priced sets. He proved his argument by citing the experiences of other housewives. Then he talked on the mental satisfaction of using well-made utensils over the feeling one has of using a temporary makeshift in handling cheaper goods. 'And,' he added expressively, 'appearance counts for so much nowadays.'

" 'In your interests, Madam, I'd advise you to take the higher grade set,' continued the clerk. 'True, it costs a little more at the start, but in the end it will save you money and give you greater satisfaction.'

"The woman bought the higher priced goods.

"After telling this story to our investigator the woman said: 'The clerk who sold these goods to me is responsible for my continuing to buy at the store. When I went into the store I didn't intend to spend so much money for cooking utensils, but the clerk showed me that the best is cheapest and most satisfactory in the end. And he was right, for the articles are still in use today and in good condition. I liked the way he handled the sale without attempting to force me to a decision. His aim seemed to be to satisfy me rather than to make a sale. From that day I had entire confidence in your store, and this confidence has been strengthened with each subsequent purchase.' "

(Continued on page 56.)

THE CLEARING HOUSE

A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

Opening Another New World

FOR every dollar the United States has spent in building the Panama Canal, other nations have spent two dollars in getting ready to seize the traffic of South America, which is expected to experience a marvelous awakening as a result of the Canal.

It has been estimated that Great Britain, Germany, France, and Holland, and five of the South American States, have already spent more money in the aggregate, on new railroads and new harbor preparations, than the United States has spent at Panama, says a writer in *The World's Work*.

Government expenditure, however, is but one part of the commercial struggle. Governments build harbors, push forward railroads, subsidize ships for mail and sometimes for traffic of all sorts, but it is private capital that builds fleets and puts them on the sea. In practically every shipyard of Europe today, work is rushed on the building of ships for the Panama trade. Some are to be put on the long run from Europe to the Orient through the Panama Canal, others into the South American trade, and still others into the trade with our own Pacific Coast.

It is not possible to exaggerate the possibilities of the future trade of South America, under the stimulation of the Canal; for hundreds of millions of pounds of English money have been poured into those Latin-American countries during the past ten years, building railroads, preparing for great wheat harvests and droves of cattle and a dozen other vast industries that have brought the South American countries forward with a rush, equalled only once before in history, namely, when our own West was settled and developed.

In South America they are subduing great areas equal, acre for acre, to any on the North American continent. England, France, and Germany, both through their governments and by private capital, have grasped the truth, and rushed to grasp in turn the fruits of their knowledge. Even Canada has organized, and is building fleets to trade with South America, one out of Vancouver, and the other out of Montreal. Japan, India, and China, at the hands of private capital, will send their ships presently into these Southern ports. It is to be the commercial battleground of tomorrow. It seems a pity, therefore, that because of minor matters, the port of New York should sit by with hands folded and make no serious effort to be ready to make a strong bid for this new commerce of the South.

A Busy Section of New York City—Looking up Broadway from the Woolworth Building.

Who Owns New York City?

WE HAVE been told that New York was founded by the Dutch, inhabited by the Germans, ruled by the Irish and owned by the Jews. In the light of a recent study of the ownership of New York by Burton J. Hendricks this statement must be considerably modified, says a writer in *Current Literature*. Nearly all the great landowning families in New York, it seems, are of the Dutch and Hugenot stock that laid the foundations of the present city. "The Dutch," as Mr. Hendricks remarks, "struck their flag to the English nearly two hundred and fifty years ago, but they still hold tenaciously to the soil." The great fortunes gathered in railroading and in shipping prove illusory. Land alone seems *real* estate. The old Knickerbocker families of New York represent essentially the only American fortunes that endure from generation to generation; they maintain their own in the face of changing economic circumstances, their riches increase steadily and surely. But the actual ownership of property is often disguised, especially in case of houses let for disorderly purposes.

In connection with recent police scandal in the Empire City, Police Commissioner Waldo published a list of the owners of gambling houses, but New York's famous estates were conspicuous by their absence. The newspapers hint nevertheless that the great estates are equally guilty in this respect as individual landlords. Aside from the sociological aspect of the problem involved, a discussion of the present ownership of the metropolis furnishes a fascinating object lesson in real estate as an investment.

A Vice Commission in another city has clearly established that the most effective way of stamping out vice was to publish the names of the respectable and church going citizens to whom the underworld pays tribute in exorbitant rentals.

Tunnelling Under the English Channel

WITH the advent of successful tunnels under water and the rapid development of this branch of engineering, the project of a tube for carrying railroad trains under the English Channel and connecting England and France has been seriously discussed, says Austin C. Lescarboura in the *Electrician and Mechanic*. While the enterprise from an engineering standpoint represents tremendous difficulties, due to the great length of the tube needed to bridge the width of the Channel, yet there remains but little doubt that before long the ferry boat on one hand, and the tunnel on the other, will transport passengers and freight between England and France without change of cars, and reduce the distance considerably.

(Continued on page 60.)

MEN IN THE HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

Great Responsibility on Young Shoulders

THAT this is essentially a young man's age is again typified in the rapid and rather romantic rise of Claude G. Burnham, first vice-president of the Chicago, Burlington & Quincy Railroad. To win his way upward in seventeen years from the status of an office boy, to the vice-presidency of a great transcontinental railway system is certainly striking evidence of dynamic personal energy, originality, and a surging sense of executive aptitude.

It was in January, 1910, when Mr. Burnham was vested with the responsibilities of his present office. He succeeded Darius Miller who then ascended to the presidency of the road. Being just a bit over thirty years of age at that time, the election of so young a man as Mr. Burnham to such an important post, excited a great deal of interest in railroad circles all over America.

Nevertheless he had shown by his past record that he was fully equal to the demands of his new encumbancy. He had shown that he possessed an ironical will that recognized no impediments. That he was the logical and inevitable man for the vice-presidency was felt to be an absolute certainty.

In April, 1904, Mr. Burnham held the position of foreign traffic agent for the road. While in that office he displayed a brilliant vein of originality and diplomacy. This was strikingly manifested when he had charge of several shipments of war munitions to Japan. Probably the most important cargo of that kind was five submarine boats that were consigned to the Japanese government by an American manufacturer. The submarines were taken apart and shipped as "machinery," an entire train being necessary to transport them to Seattle. The consignment was handled with the greatest secrecy and Japanese officers accompanied the boats from the factory to the Japanese vessels which took them across the Pacific. After the submarines had been safely delivered and set up, the Japanese government sent Mr. Burnham a photograph of the vessels.

His work in the foreign traffic department brought him to the attention of Darius Miller, who was at that time first vice-president of the Burlington, in charge of traffic, and Burnham became assistant to Mr. Miller.

"The training I secured under Mr. Miller was invaluable," says Mr. Burnham. "He was an indefatigable worker and was always one of the last to leave the office. His example was followed by those in his employ and his inspiration kept everybody in the traffic department keyed up to the highest point of efficiency. After a clerk had finished his own work he did not try to 'kill time' until the closing hour, but helped other employes. I have found that there is always plenty of work to do if I am really looking for it. This training made me familiar with the details of the work of nearly every other person in the department and it helped me a great deal in my present position.

Photo by Moffett

CLAUDE G. BURNHAM

"There is an endless amount of detail work connected with railroading and the officers are invariably men who have started in the ranks and worked their way up. In many ways a railroad is like an army. The Burlington has 45,000 employes and in order to capably direct that many persons it is necessary that the officers know the detail work of every department. There is just as great an opportunity for young men to advance today in the railroad business as there ever was. The great problem is to get people with initiative who are willing to take responsibilities. A man seldom gets much adverse criticism for having done something, and even if he does, it is much better to be criticised for doing than it is for having done nothing."

Born in England, June 20, 1879, Mr. Burnham's ancestors on both sides were English. His parents removed to America when he was a child and settled in Canada, but later went to St. Paul, Minn., where young Burnham received his early education in the public schools, and soon afterwards added to this foundation of his learning by some real practical schooling in the railroad business. His first position was as an office boy in the general freight department of the Great Northern Railway at St. Paul, and from that position he served through various capacities. In February, 1903, he moved to Chicago and went into the service of the Chicago, Burlington & Quincy Railroad as assistant general agent in charge of Oriental traffic. His rise has been little short of phenomenal, and he is a thoroughly concrete instance of a self-made man.

A Modern "Live Wire" Executive

ANOTHER shining exemplification of the truth that hard, conscientious effort is the dynamo of human efficiency, is to be found in the rapid, phenomenal rise of a young western business man, Christian F. Hershey, chief executive of the Hershey Light Company, of Chicago, and a cousin of M. S. Hershey the founder of the famous chocolate industry located at Hershey, Pa.

In less than a decade, this young man has by sheer dint of energy, foresight and

CHRISTIAN F. HERSHEY

high business principles, built up an industry of almost national scope. With representatives in all of the chief cities, and in thousands of the smaller towns from coast to coast, the gas mantle business founded by Hershey is today forging to the very forefront in the manufacture and sale of an article of universal usage.

He belongs to that new galaxy of successful young men of the west, who are a credit to the country because of the unswerving integrity in commercial life.

As a typical instance of the modern, live wire executive, Mr. Hershey heartily endorses the introduction of scientific management in industry, but at the same time he is firm in his belief that in order to make scientific management a complete and finished success, a human element embodying the golden rule in the handling of employes must be added to the efficiency program of the industrial scientist.

"When the golden rule element in business is injected into scientific management, the progressive employer should consider the human and moral side of efficiency—for instance—an adequate living wage for all employes, reasonably working hours, vacations with pay, care of sick employes, pensions of aged workmen, etc.," says Mr. Hershey. "This human side in the promotion of efficiency, I believe is a most essential factor, and it is absolutely necessary that this should be given adequate consideration by executives who would make scientific management agreeable to both employer and employe, for where its benefits are apt to be one sided, discontent is sure to spring up."

In his methods of handling traveling salesmen, Mr. Hershey has followed the usual procedure of up-to-date firms, but above all things he has been very emphatic on a point often undervalued by salesmanagers—"Don't misrepresent your goods." Adhering to the famous honesty policy of Marshall Field in the selling game, he has never swerved from that principle. To that fact a great measure of Mr. Hershey's success in business can be traced.

"To evade the truth about the quality of a competitors article by skillful, evasive arguments is not diplomacy in salesmanship," declares the mantle manufacturer. "What's more, it is unscientific salesmanship. If a competitor's goods are as good as yours, admit it. Don't lie about it, don't beat about the bush trying to negative it. For sooner or later, your prospect will find out the truth for himself, and you will be known either as a truth-teller or a prevaricator. By sticking to the truth in the selling game you win the confidence of men. It may not pay at first, but in the long run, truth and honesty is bound to come out on top. These business virtues are the bed-rock upon which colossal industrial institutions are built and fostered."

Mr. Hershey was born at Lancaster, Pa., in 1878. He was reared on a farm, and as a youth he helped to till the soil. He learned the magic of the word "work" in the agricultural responsibilities assigned to him by his father. Later on he was given employment by his cousin, M. S. Hershey, in the growing chocolate business which the latter had founded and was developing.

But the chocolate business did not appeal strongly to him. He was interested in a radically different commodity. As a young man he had studied chemistry and while at college he had spent much time in the laboratory. For years he had pondered on the possibility of making gas mantles by a special chemical process. Finally he resigned his position with the chocolate house and went west, founded a gas mantle plant, and after strenuous application to his work his efforts have been crowned with a splendid success.

FRANK S. CAHILL

From Homesteader to Millionaire

NO RACE of men in the history of the world have 'done things' in the way of progress as men are doing them now west of Winnipeg." So said Lord Strathcona and Mount Royal a short time ago. "It took almost a century for the Goulds and the Astors to rise from the man in shirt sleeves to their present day power; it has only taken ten years, and in some instances less, for the Morgans, the Rockefellers, the Harrimans and the Goulds of the western prairies to come into existence, and practically all of them wore blue shirts and cowhide boots in the beginning."

No statement ever hit the nail more fairly on the head than this of "Canada's grand old man." It was made at just about the time that the subject of this sketch, Frank S. Cahill, of Saskatoon, Saskatchewan, and of Pontiac County, Quebec—for he has two homes, and a third in his houseboat on the Ottawa—was engaged in his three-corn-

Pieces	
436	
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330	
128	
6315	

Adds Multiplies **Comptometer** *Divides Subtracts*

See the Example in the Margin

This bill was figured on the Comptometer and the answers written down in 58 seconds. It was then proved by refiguring on the Comptometer in 47 seconds *without writing down a single figure save the final answer.* The whole operation is as simple and easy as it is rapid and accurate.

There you have complete adding machine service.

The only type of adding machine capable of rendering such service is the non-listing, key-driven type—a type of which the Comptometer is the *recognized standard of quality and efficiency.*

The Comptometer Way is not only the easiest, but the safest way for the bookkeeper, because it deals directly with original figures in taking and proving trial balance and other book additions—leaves no chance for transposition errors.

The tremendous advantages of a machine of such universal application are too far-reaching to be more than suggested in an advertisement.

Let our demonstrator show you what it means in speed, ease and security, to make machine work of *all* your figuring.

Ask for "Rapid Mechanical Calculation" and information about how you can have the machine on trial without cost or obligation.

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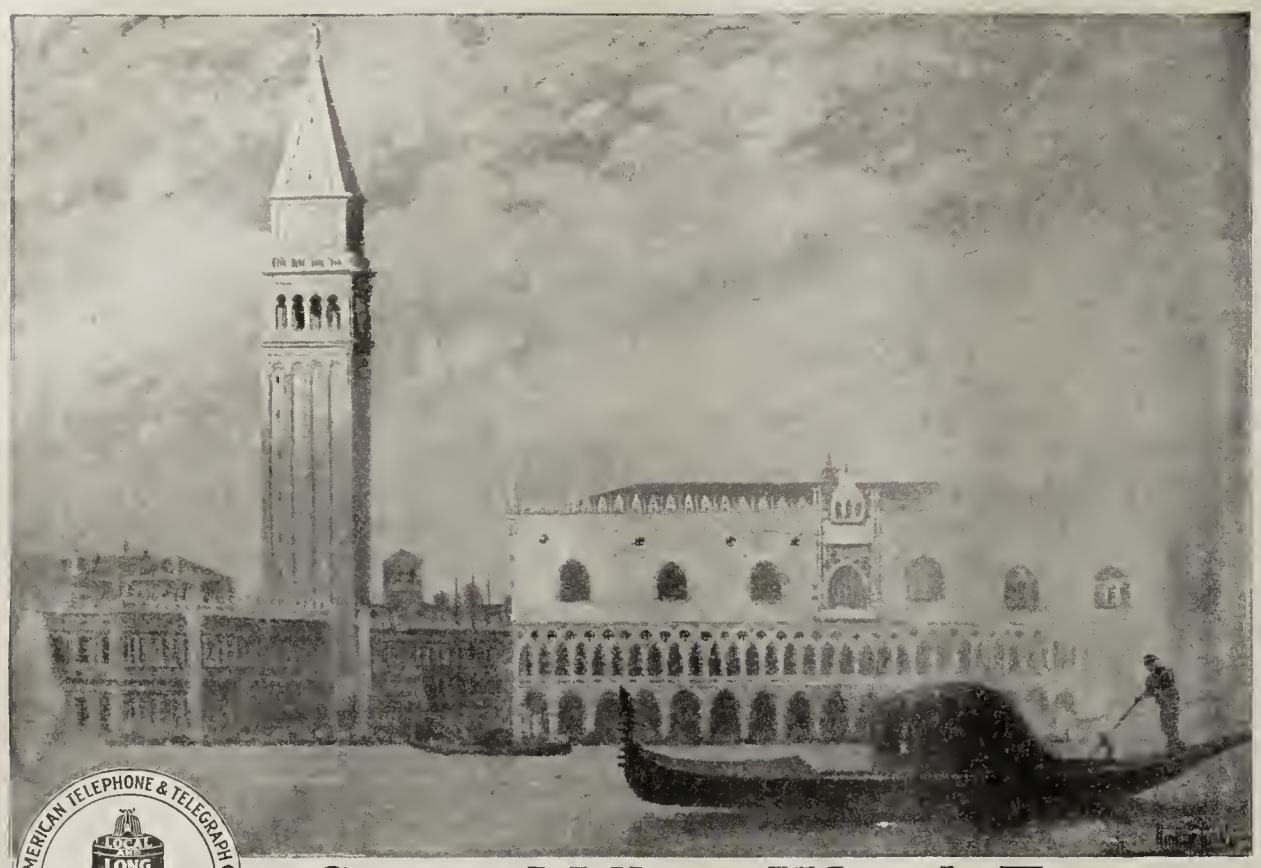
@ $4.37½ per gross,	$191.86			
Less 60-10-5%,			65.	62
Less Freight,			3	85
			$61	77



Seven Million Watch-Towers in the Bell System

The original campanili were the watch-towers of old Venice, guarding the little republic from invasion by hostile fleets.

Later, bells were mounted in these same towers to give warning of attack and celebrate victories.

Judged by modern telephone standards, such a system of communication seems crude and inadequate.

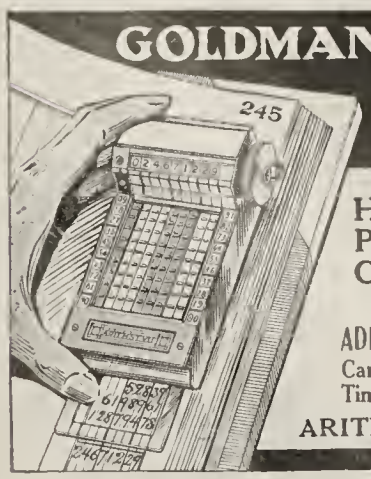
In the civilization of to-day, a more perfect intercommunication is essential to national safety, convenience and progress.

The Bell System binds together a nation of nearly one hundred million people, by "highways of speech" extending into every nook and corner of this great country.

Seven million Bell telephone stations are the watch-towers which exchange, daily, twenty-five million messages for the happiness, prosperity and progress of all the people.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Service*



GOLDMAN'S **Arithstyle**

Handiest, Fastest, Cheapest
Portable, Durable, Reliable
COMPUTING MACHINE
FOR DESK USE!
ADDS, SUBTRACTS, MULTIPLIES, DIVIDES,
Carries Automatically, Resets Instantaneously.
Time Saving! Brain Resting! Self Checking!

Conveniently brought to work, held in hand, moved over page, fixed to desk or carried in pocket
Size, 5 in. x 2½ in. x 1 in. Weight, 36 ounces. Capacity 6 to 12 columns
Request Instructive Booklet
Attractive Agents' Proposition

ARITHSTYLE COMPANY, Suite 6, 118 East 28th Street, New York

ered political fight with Premier Laurier, out of which he emerged with the reputation of being "one of the three best Liberals in Canada."

That fight left Cahill conceded as one of the strongest men of his party in Canada. He has proven that he can't be "run"—even by the powers behind the throne, and it is practically assured that he will have a seat in the next parliament.

And Cahill is one of the "blue shirt and cowhide boot" products of Canada. It was a blistering hot day, eight or nine years ago, that I first met him. I was riding horseback across the prairie in the Goose Lake country of Saskatchewan, and it was like riding through the heat of an oven. At a water-hole, twenty miles from anywhere, I came suddenly upon the strangest looking outfit I had ever seen. It consisted of a rickety wagon, and to this wagon was hitched a team made up of a cow—not a bullock—but a COW, and a big, bony mule that had lost one ear. On a hummock beside the wagon sat one of the most dejected and miserable looking young men I had ever encountered. He had on a blue shirt, cowhide boots, a red bandana, and a wide-brimmed hat with the crown half out. That was Frank S. Cahill, then a homesteader on his way to Saskatoon for supplies—today a millionaire, and one of the biggest men in Canada.

"What's the matter!" he exclaimed, in answer to my question. "My God, everything's the matter! That accursed cow won't pull, and the mule balks every forty yards—and I'm twenty miles from nowhere!"

It took him three days to reach Saskatoon with that outfit. A week later I returned to that town, and about the first person I met on the street was my prairie acquaintance. He still wore his blue shirt, cowhide boots, red bandana and ragged hat, but he was jubilantly happy.

"I've gone into the real estate business," he explained. "I've traded off the cow and the mule for an option on some town property, and I dickered the old wagon for three weeks' board and room. I've still got the harness!"

That was Frank S. Cahill back in 1905. And just the other day this same young homesteader, who is now only thirty-six, went up to Montreal and put through an even million dollar land deal, on which his profit was several hundred thousand dollars. A few months ago the city of Saskatoon wanted money for the promotion of industries. The Industrial League was formed, Cahill was made its president, and in *five days* he and his associates had *raised a cool million!*

Saskatoon and Saskatchewan can no longer be called Cahill's 'home' in the nar-

A JANUARY SUGGESTION TO FAR-SIGHTED BUSINESS MEN

The Man Who Looks Ahead Gets Ahead

Business will be exceptionally good this year.

Naturally, you want your full share of it.

But wanting alone won't get it.

As a good executive you know that you'll have to plan and work.

And right *now* is the time to plan—to prepare—to get ready.

When business comes with a rush, you will then be that "ready" man who will get his full share, who will let no opportunities pass by.

"Success comes to the man," as you know, "who not only sees the chance, but is able to seize it."

The man with Multigraph equipment is prepared—he is a "ready" man.

At his command is the means of seizing the main chance—taking advantage of every turn and opportunity.

In this year of good business there will be unprecedented uses for the Multigraph. Every one now in service will be doing double duty—

As first aid to the Sales and Advertising Managers—As the "rush job" printer to the factory and office managers.

In practically all fields of endeavor—retail, wholesale, manufacturing and professional—it will be a leading factor in getting and handling increased business.

But—and hence this January suggestion to far-sighted business men—in these fields now there are many who will be handicapped in the rush for business because they do not own Multigraph equipment. Some of them have never even looked into the possibilities of the Multigraph—they don't even know whether they could or could not use it profitably.

It is upon these non-users that we wish to urge *now* an interest in Multigraph equipment.

We say *now*, because looking into the future and anticipating the possibility of purchasing later on means being prepared. Starting *now* to find out whether or not a Multigraph can be used profitably means, if it can, that you will be "ready" when the rush comes—ready to install your equipment and ready to take advantage of all it will do for you.

An investigation *now* will save time later on—and an investigation is really necessary, because you *can't* buy a Multigraph unless you need it.

To establish your need definitely, it is necessary to make a study of your opportunities—see just what you can save on printing; what you can do in direct-mail advertising; how you can accomplish certain results with salesmen—and this study is not superficial. It takes time and is handled by trained and experienced representatives.

These representatives are at your command *now* for a thorough investigation. As the year advances and the urgent demands of business cause a quickened interest in Multigraph equipment, there will be a steadily increasing demand upon their time.

For this reason, and that we may serve you promptly, we urge you to make your application now for investigation. By doing this you will know definitely, in advance, whether you need the Multigraph or not. If you do, delivery can be made at any time.

You consult your architect or engineer on plans before the actual need for new buildings is upon you. This investigation is similar, except that the consultation costs you nothing and places you under no obligation to us.

Be far-sighted. Fill out the application blank below and send it in *now*. Our representative will get busy on your investigation. His study of your needs will be really unprejudiced.

Then, if the Multigraph can serve you, you will know it, know it in advance, and be ready to take advantage of it when the time comes.

H. C. Osborn President.

Important to Those Who *Think* They Know the Multigraph

Don't let your knowledge of the Multigraph blind you to its present possibilities. They are much wider in scope, and far more advantageous.

Besides the rapid production of typewriting in multiple, the Multigraph now does *Real Printing*.

Get that—the kind of printing you now pay your printer for. Your own employees, in the privacy of your own office, can do the work—more quickly, at a saving of 25% to 75%.

As a Business-Getter the Multigraph quickly prints advertising booklets, folders, circulars and follow-up literature. It typewrites letters that locate prospects, solicit business, and keep you in touch with your trade.

As a System-Aid it produces system-forms that otherwise would be barred by prohibitive cost. It is especially valuable in the try-out of new system-features.

As a Money-Saver it adds to profits directly or indirectly—by making a 25% to 75% reduction in printing-costs for the stationery and system-forms within its scope, or by largely increasing the output of advertising without increased cost.

Multigraph Service, free to owners, helps them to get the most out of the machine. This service consists of loose-leaf monthly bulletins on important subjects; the preparation of copy for form-letters and advertising literature; constructive criticism of owners' copy; advice on advertising and selling-campaigns, cost, accounting and efficiency-systems, and business problems generally.

Don't wait for a salesman to happen in. Our representatives' time is well taken up in making investigations already slated ahead. But your request by mail or telephone will receive prompt response. You can make it with full confidence that your actual needs will be studied, and no attempt made to sell you unless you have a *profitable* use for the Multigraph. Use the blank below.

APPLICATION FOR FREE INVESTIGATION

Attention will be given to these blanks only when filled out *in full* by responsible persons.

The American Multigraph Sales Co.,
1804 E. 40th St., Cleveland. DATE,.....1913.

Am interested in the Multigraph, though I do not know whether it can be used profitably or not in my business. I am willing to have you send a representative to make a study of my needs, with the understanding that I am under no obligations to you, and that he will give me an unprejudiced opinion.

SIGNED BY.....

POSITION.....

WITH.....

BUSINESS.....

LOCAL ADDRESS.....

CITY..... STATE.....

THE AMERICAN MULTIGRAPH SALES CO.
EXECUTIVE OFFICES
1804 East Fortieth Street Cleveland

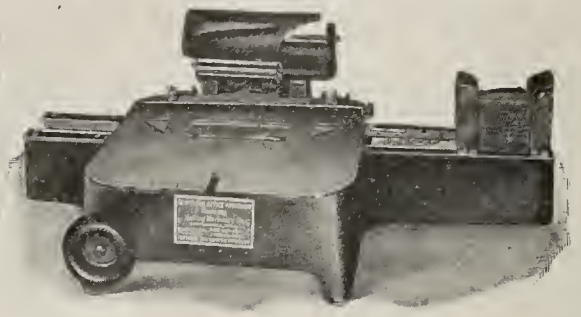
Branches in Sixty Cities—Look in your Telephone Directory

European Representatives: The International Multigraph Company, 59 Holborn Viaduct, London, Eng. Berlin, W-8 Krausenstr. 70 Ecke Friedrichstr. Paris, 24 Boulevard des Capucines.

A Day's Work in One Hour

Would you hire a clerk who had the ability to do in an hour work the average clerk requires a day to perform ?

You wouldn't hesitate a moment. You'd hire him right off.



The ***MONTAGUE OFFICE ADDRESSOR and IMPRINTER*** in the hands of your office boy is the ***Equivalent of such a Clerk.***

This is a* $37.50 *Machine

and is guaranteed to give satisfaction.

When it comes to putting names, addresses or any special notations on envelopes, mailing cards or folders, statements, shipping tags or stickers, invoices, pay-roll sheets, pay-envelopes, time-clock cards, work tickets, pay-checks, dividend-checks, periodical wrappers, light, heat, water or power bills, rent receipts or any other forms, ***your office boy with a MONTAGUE OFFICE ADDRESSOR*** can ***imprint the required information at the rate of***

20 FORMS A MINUTE
1,000 to 1,500 an Hour.

For full information about this machine and samples of work done, fill in and mail the Coupon, and, if you address, head up or fill in any special forms, attach specimens to the coupon and we will show you just how these forms can be handled.

ACT NOW! Sending the coupon will obligate you in no way.

MONTAGUE MAILING MACHINERY CO.
MONTAGUE BLOCK
CHATTANOOGA, TENNESSEE

COUPON

Montague Mailing Machinery Co.,
Chattanooga, Tenn.

Gentlemen:—Without obligation to purchase, send us full information about the Montague Office Addressor and Imprinter with samples of work done.
We are—not—attaching hereto special forms.

NAME _____

ADDRESS _____

CITY _____ STATE _____

rower sense of the word. All Canada is home, and he is working for the development and progress of his country in a score of different places at once. But it is unusual that a man who is a power in the Dominion west should also be a power in the older east. Cahill is the one man who has leveled all prejudices, and for that reason it is predicted that a few years hence will see him one of the great political leaders of his country, as he is now one of its foremost builders.—*James Oliver Curwood.*

Back to the Land

THERE is probably no man today who knows the farmers of this country better or who is doing more for their educational, social and economic welfare than Kenyon Leech Butterfield.

He was born on a farm in Michigan and now owns a farm in Massachusetts, but between the farm in Michigan and the farm in Massachusetts there has been much more of real life than comes to most farmers and Kenyon Butterfield is still a young man.

Kenyon Butterfield knows farming. He's learned it well. He knows what it means to get up at five o'clock on a cold winter morning to do the milking and tend the chores. He knows what it means to tramp to district school and after school hustle home, grab a hoe and hill up the corn. He knows how to build up soil, how to make poor soil good and good soil better. He knows the rotation of crops and the growing of two ears of corn where but one grew before. He knows what to feed the cows to increase the production of butter fat, the building up of the herd thru proper breeding methods, the best way of fattening stock for the market and where the best market is.

He knows the trees and their fruits and how to make them pay. He knows the garden and how to make it profit. He is a practical farmer and knows farming as few men know it—both plain and fancy farming. And because he has taken this knowledge of farming—much of it gained on the farm and proven good in the school and some of it gained in the school and proven on the farm—separated it, classified it and put each part in its proper pigeon hole he is called not only a practical, but a scientific farmer; rightly so, because science is nothing but knowledge gathered and classified and because there is nothing more practical than cashing in on a science.

Kenyon Butterfield is not only a student of farming, but a teacher of farming. Back of the teaching is the life on the farm, the years of study at the Michigan Agricultural College and The University of Michigan, the editing of the *Grange Visitor,* Superin-

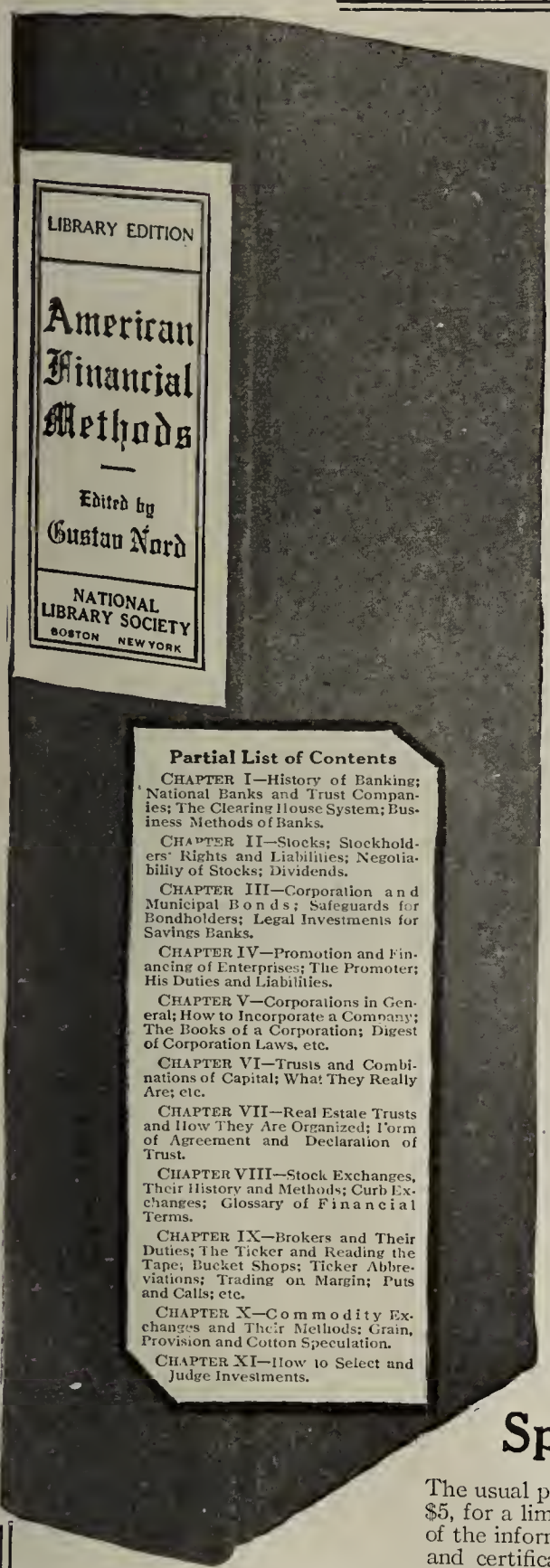
KENYON L. BUTTERFIELD

tendent of the Michigan Farmers' Institute, Field Agent of the Michigan Agricultural College, Instructor in Rural Sociology at the University of Michigan, President of the Massachusetts Agricultural College at Amherst.

It is at Amherst that he has made his greatest success. During the six years he has been at the head of the college the number of students enrolled has more than doubled; the state has granted large appropriations for new buildings, land and equipment and has established a liberal annual income for the purposes of teaching, maintenance, investigation and extension services. President Butterfield not only works at the business of making men better farmers but he labors constantly at making farmers better men. He works, that we may not only have better farms but better farmers. That we may keep in this nation a peculiar people—the American farmer—a free and independent class on whom the success of the country must depend.

He works to give to the American farmer, the consolidated graded schools, the social center, the better equipped church, and the highest home ideals. It is this great interest in those who toil at farming that

Knowledge That Will Get You Dollars—
Save You Losses and Possible Embarrassment—
You Can't Afford to Lack the Knowledge Contained in this Work



Partial List of Contents

CHAPTER I—History of Banking; National Banks and Trust Companies; The Clearing House System; Business Methods of Banks.

CHAPTER II—Stocks; Stockholders' Rights and Liabilities; Negotiability of Stocks; Dividends.

CHAPTER III—Corporation and Municipal Bonds; Safeguards for Bondholders; Legal Investments for Savings Banks.

CHAPTER IV—Promotion and Financing of Enterprises; The Promoter; His Duties and Liabilities.

CHAPTER V—Corporations in General; How to Incorporate a Company; The Books of a Corporation; Digest of Corporation Laws, etc.

CHAPTER VI—Trusts and Combinations of Capital; What They Really Are; etc.

CHAPTER VII—Real Estate Trusts and How They Are Organized; Form of Agreement and Declaration of Trust.

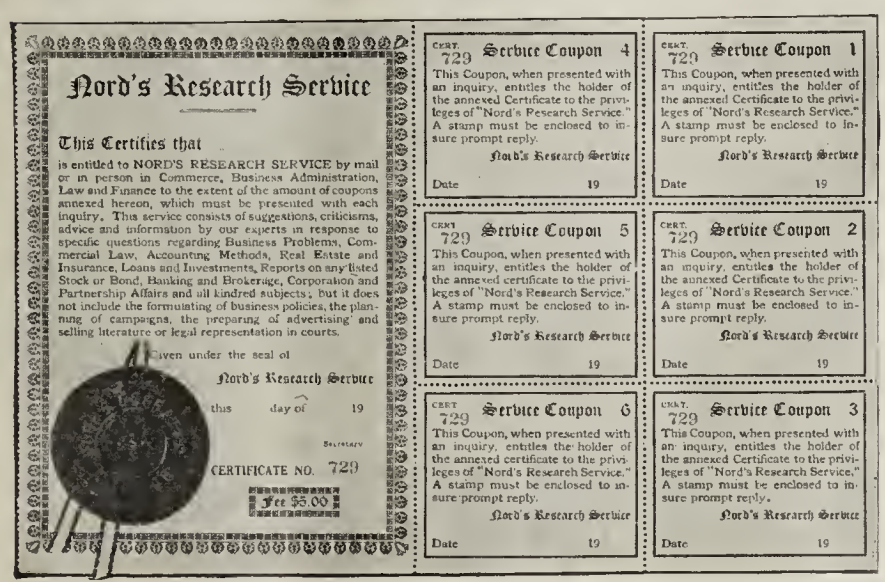
CHAPTER VIII—Stock Exchanges, Their History and Methods; Curb Exchanges; Glossary of Financial Terms.

CHAPTER IX—Brokers and Their Duties; The Ticker and Reading the Tape; Bucket Shops; Ticker Abbreviations; Trading on Margin; Puts and Calls; etc.

CHAPTER X—Commodity Exchanges and Their Methods; Grain, Provision and Cotton Speculation.

CHAPTER XI—How to Select and Judge Investments.

HERE at last is a book and a plan by which the average man engaged in business, without sacrificing his interests in other and, perhaps to him, more profitable pursuits, can secure the necessary financial guidance when he needs it and in the way he needs it. The reason that more men do not give the attention to finance that they should, do not know more about financial practice than they do, or are not in a stronger position than they are, is because data bearing on the theory and practice of finance, presented in a way that the average man can understand is not easily available. Only by years of costly experience can the facts one needs to know be learned. American Financial Methods takes up in a way never before attempted the entire subject of American finance—treats it from the standpoint of a man in business who wants to find the safest, surest line of financial procedure in any given contingency and prepares him to meet the many financial situations in which he finds himself from day to day. The book is arranged with two distinct purposes in view. Systematic study of American Financial Methods, with easy reference to special points when they come up in the course of business. Careful reading of this book will give you the practical equivalent of an expensive course in finance at the leading universities. It deals with every conceivable phase of finance, points that every man or woman engaged in business needs to know about, in order to successfully conduct a business. The information that you will get from this book, tabulated as it is for easy reference, when you are perplexed, as to the proper financial course to pursue, will guide you safely past many a treacherous hidden rock on the seas of business finance. Many of America's leading business and banking institutions are now using this standard work for every day reference. The Toronto World says: "It will prove a valuable addition to the library of anyone"—"Superior to any financial work that I have read"—says James J. Benelisha, a member of Boston Curb Exchange—The Banker and Tradesman of Boston says: "The only publication giving a comprehensive exposition of financial subjects." "Dry facts written in a most attractive and interesting style," says Edward J. Clare, Public Accountant, Boston. "Subjects very well and carefully handled"—Charles H. Lincoln, City Editor of the Boston Post, and hundreds of other leading business and professional men endorse this standard work.



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Simplex Ink Tablets

A Proven Success

The Convenience

There is no need of keeping your supply of ink in quart bottles with the liability of their being dropped or overturned, resulting in a muss and probable loss of other supplies.

Simplex Ink Tablets go direct to the ink well. They are clean, compact and remain in tablet form 'till someone wants a fresh supply of ink: then a tablet to each ounce of ordinary drinking water will make a perfect chemical writing fluid. The chances for a muss and loss from spillage or breakage are very remote.

The Quality

of Simplex Ink is the finest. The color substances used, are the best that can be supplied by reputable manufacturers and being finally treated in our own laboratory, we know positively that all ink made the Simplex Way is fresh, reliable and certain to meet your requirements by giving more than ordinary service and satisfaction.

The Colors

of Simplex Ink—Blue-Black and Red are absolutely permanent even when exposed continuously to direct sunlight. The other colors—Blue, Green and Violet are positively permanent in books, and files and give more than ordinary resistance to direct light.
Made in Blue-Black, Red, Green, Violet, Blue and Black.

The Perfect Flow

of Simplex Ink causes favorable comment among users. There is no collection of gum or corrosion of your pen to impair the elasticity and blunt the point. JUST RIGHT FOR FOUNTAIN PENS.

The Compactness

of Simplex Ink Tablets goes without argument. Imagine having in your vest pocket enough tablets to make one quart of fluid ink; in you coat pocket enough for twelve quarts; in a small hand bag enough for fifty gallons.

The Economy

In using Simplex Ink Tablets is beyond question.

The price is less, but quality is not sacrificed, as our cost of production and distribution is less. With Simplex Ink Tablets you do not have to pay for the big glass bottles, shipping cases and the transportation of much water and but little ink substance. Always delivered prepaid to your desk.

To branch offices, you can mail the quart size for a penny —the dozen for 8c—the 6 gallons for 14c, making convenient and economical distribution. Ship any time, they do not freeze.

Simplex Ink Tablets contain all the essentials for making a high-grade ink except the water. It is actual economy for you to furnish water from your own supply.

Simplex Ink Tablets (Fountain Pen Size) are the first to be really successful for Fountain Pens.

THE SIMPLEX INK CO.
Successors to THE INTERSTATE DRUG CO.
CLEVELAND, OHIO, U. S. A.

SPECIAL TRIAL COUPON

For 10 cents—enough Simplex Tablets to make six ounces fluid ink.
For $1.00 — enough Simplex Tablets to make three quarts fluid ink.
For 25 cents—Three (10c) packages Fountain Pen Tablets. Select your colors.
ATTACH THIS COUPON

We Want Representatives Everywhere

Be first to introduce Simplex Ink Tablets and secure permanent customers.
Jobbers, retailer, office equipment or typewriter supply men and agents will find our proposition interesting. Write us at once, giving your line of business and field covered.

caused him to be appointed a member of the National Commission on Country Life. It is this interest in the future of his fellows that makes Kenyon Butterfield a member of the American Sociological Association, the American Economic Association, the American Civic Association and the Religious Education Association as well as the American Society for the Promotion of Industrial Education.

There is evidence that we need more farmers who will make the business of farming a science, but there is just as great an evidence that it will take farmers who are four square men to see it from the farm standpoint. Kenyon Butterfield is writing, talking, working to make four square men to the profit of the nation and for the good of what we call the nation's business. He looks the future in the face and works to make it a glorious future by making it a better present. He sounds a nation's call for strong men and types a nation's hope by being a strong man.

The "Back-to-the-Land" slogan is but one evidence of a new interest in American agriculture and rural affairs, on the part of city dwellers. Never before have the eyes and thoughts of the leaders of our business and industrial life looked upon the rural problem with the intelligence and sympathy that they manifest today. This fact is cause for encouragement to farmers, because it means added support in the solution of their difficulties. The city people are to be congratulated as well, for now they begin to see their fundamental dependence upon agriculture as a business and the significance of wholesome country life as a national asset.

First Municipal Rooming-House

How the Town of North Battleford Has Solved the 'Conjestion' Problem

By James Oliver Curwood

AN OBJECT lesson for the business men and "pushers" of almost every American town and city is the little Canadian city of North Battleford, Saskatchewan, one of whose latest municipal undertakings is arousing interest not only throughout Canada, but all over the United States. For the past two years the newspapers of this country, and a dozen magazines as well, have been threshing out, this way and that, the problem of what has popularly been called "city congestion," in their efforts to solve the difficulty of housing at a moderate cost the thousands of transients, frequently comprising the members of entire families, who wander about from city to city in their efforts to locate. Chicago, Detroit, Cleveland and other cities have suffered greatly from what the Cleveland council called "lack of house room in the center of the city." It is true that there are scores and hundreds of rooming-houses, but in those most centrally located the rates for rooms are no lower than those which can be secured at many hotels.

A little more than a year ago the town of North Battleford began to grow so fast that people coming in could find no accommodations at the hotels or private rooming-houses, and many of those who had come

The Purchase Price is Not the Only Place to Save

Varnish buying is more than price dickering.

There are other places to save—for the price of your finishing materials is but a small part of your finishing costs.

Varnish buying is also more than quality buying.

Quality of varnish means nothing when divorced from the result you want to get. Varnish that is good quality for one shop may be poor quality for yours.

Varnish buying is really price, plus quality, plus YOUR shop conditions, plus the result YOU aim for.

These things should be stated the other way 'round, for the most important are the last two—the result and the shop-conditions.

BERRY BROTHERS' VARNISHES

Yet a great deal of varnish is bought where the varnish-maker is never consulted on these points. And that is where the buyer loses.

If you will take us into your confidence—and let us really get at your problems—you will find we can help you in many ways.

Manufacturers the country over are gradually waking up to the fact that the Berry Brothers' method of varnish selling offers them the best method of varnish buying.

One of them who recently allowed us to study his finished product as well as his finishing methods and facilities, found we could save him 9½ hours out of every 10 in the handling of his product through the finishing room.

True, his was an exceptional case—but he had been going along for years, satisfied to buy varnish on the old-fashioned price basis.

Ask us to send one of our representatives TO YOU PERSONALLY. He will not try to sell you a bill of goods—or to convince you that our varnishes are best. He will simply seek your co-operation in allowing him to study your finishing methods—looking toward a decrease in finishing costs, reduction in time and labor of finishing, improvement in the quality of your finishing. You will be placed under no obligation by asking us to send him.

BERRY BROTHERS, DETROIT

Largest Manufacturers of Varnishes, Shellacs, Air-Drying and Baking Japans, Stains, Fillers and Dryers

ESTABLISHED 1858

Is Your Business Included?

Our new booklet, just issued, describes our courses of instruction in traffic work for **forty-three** different lines of business. Which of these is yours? Iron and steel; lumber, shingles and lumber products; furniture; grain and grain products; cement, lime and plaster; petroleum; coal and coke; wool and hides; paper; cotton; vehicles; automobiles; fruits and vegetables; machinery; beer and spirituous liquors; cotton seed products; brick, clay and sewer pipe; stone and gravel; drugs; salt; butter and eggs; pianos and musical instruments; ores and concentrates; sugar; powder and high explosives; live stock; railway supplies; chemicals; fertilizers; bottles; cooperage; stoves and ranges; packing house products; dry goods; groceries; agricultural implements; canned goods: seeds; poultry; food products; flour; asphalt; railroad traffic work.

We train you by correspondence to become an efficient traffic manager in any of these lines of business. The instruction is practical and will enable you to command a good salary. You learn how to solve the traffic problems in your own line of business without any useless information.

Write for this booklet today. It points the way to a fine position for any man who will apply himself. We can help you if you will tell us about yourself and your occupation. Fill out the coupon below or write us a letter. Do it today.

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Street and No.....

City and State.....

to stay were compelled to live in tents or the roughest of shacks. Inside of six months the town leaped from 2,500 people to nearly 5,000, and when the congestion got to that point where people who came one day were compelled to leave the next, or very soon after, the council met, and within an hour had made up its mind to build the first municipal rooming-house of its kind on the continent, and perhaps in the world. Carpenters and other labor could not be secured for love or money, so a deputation of citizens was sent east, and within ten days a special car of workmen was brought in. Inside of thirty days the sixty-room house in the accompanying illustration was ready for its occupants, and a week later there was not a vacant room in it, and nearly one hundred and thirty citizens had been added to North Battleford's population. This was the first of a series of projects of this sort undertaken by the city.

So profitable have been the results that no less than seven American cities have already investigated North Battleford's solution of the problem, and the spectacle of a city of millions, like Chicago, sending a committee to a city of 5,000 for ideas is one of the seven wonders of the present decade. North Battleford has proven to these committees in cold facts that not only can municipal rooming-houses be made to pay big dividends, but that they are "strong factors toward the growth of a city's population."

Because of its municipally run properties, the tax rate of this hustling little Canadian city is the lowest in Canada—twelve dollars a year on every assessed thousand, with assessments running about fifty per cent of actual value. From the day the first municipal rooming-house began business it began to pay a profit of *three hundred per cent* on the investment, and the rooms were rented at an average of not more than $2.50 a week.

And again, only a few weeks ago, the citizens of North Battleford exemplified their theory that "it pays to run your own business" by turning down the promoters of a powerful corporation, who asked for a street railway franchise. The company offered all sorts of inducements, pledging itself to have the road under construction by spring, but when the by-law put up to the people was voted on November 16, it was snowed under by a vote of two to one, notwithstanding the fact that the giving of the franchise would, for a time, almost have doubled real estate values. "When we're big enough for a street railway," said the voice of the people, "we'll build one ourselves."

Charting the Sales and Selling Costs

How Their True Significance is Brought Out by the Use of Graphic Charts

By Alex. Neubert

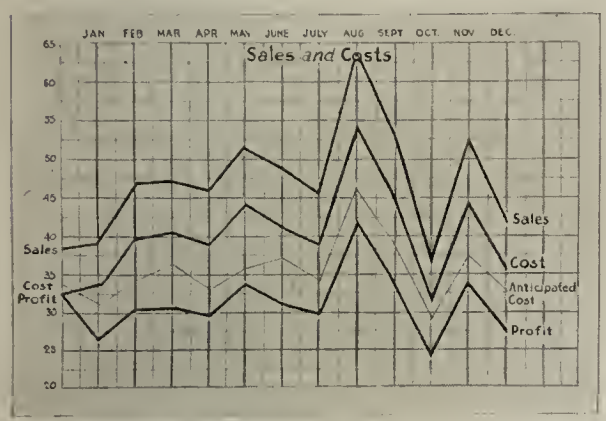
WHEN the Business Engineer made his appearance a few years ago he realized the inadequacy of relying entirely upon figures to present the results of complex business operations. He proceeded to introduce charts that would intelligibly and unmistakably show the facts he desired to bring out. Some of these were of course complicated and hard to understand, but the defects have been remedied and graphic charts are now recognized as the most desirable method of registering business facts.

One reason why the charts are not universally used is that the general impression has been, that they involve changes in the bookkeeping methods and necessitate a large amount of extra labor. This is not the case and most businesses, whether small or large, would be benefited by a system of simple charts that showed the important factors. Charts can be constructed with but little labor and kept up with very little effort. No change in the bookkeeping methods is required, because if the books are of any use at all, they already show the important facts of the business.

These important facts are the three elements of cost and the amount of the sales. If you manufacture the goods and keep no cost accounts, your books will probably show the amounts paid for material, labor, superintendence, rent and other expense in connection with the

manufacture of the goods. These accounts are probably already grouped in your trial balance so that it is merely necessary to figure the total for the items and list them by months and years for the period you desire to cover.

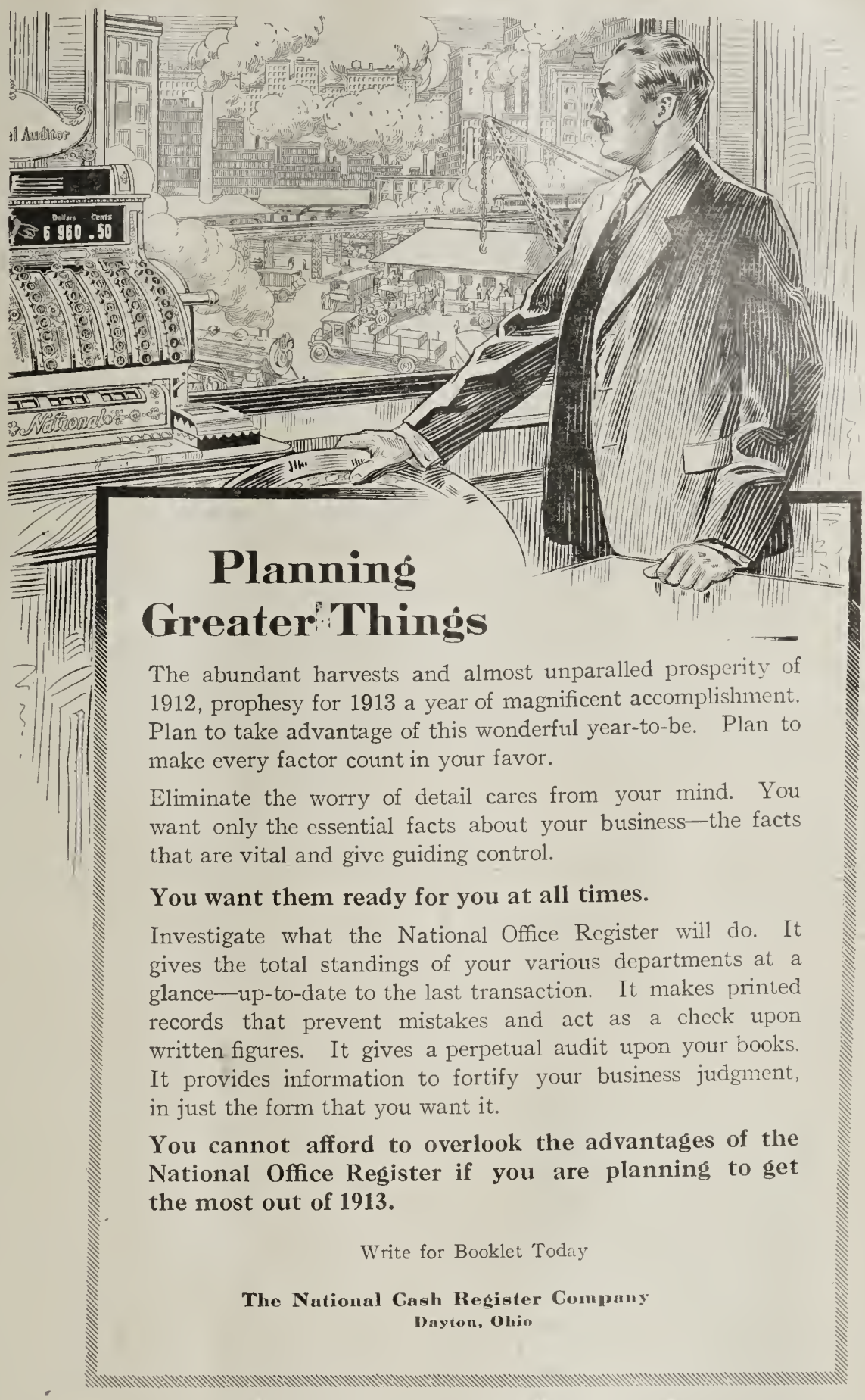
The general expense, sales expense and amount of sales are usually so defined that each is contained in a single account or can be grouped in the same manner



A heavy black line is drawn to indicate the sales figures and other particulars are charted in the same way using a different colored line for each.

as the cost of goods. After constructing tables of the above items for the period desired, if the books or reports do not furnish them automatically, it is necessary to decide upon the "unit of value" that will best show the variations. This is dependent entirely upon the size of the figures and their fluctuations. If the unit is too small and the fluctuations considerable, the lines will be too long and unwieldy, if the unit is too large the lines will be too short and consequently will not indicate the variations sufficiently close. A trial chart or two, based on different units, will without much trouble indicate the best to use.

The next step is to get some paper that is ruled in squares and of sufficient size to accommodate the lines it is intended to use. Architects cross section paper, which can be obtained at any supply store, is ideal for this purpose. The paper of proper size having been obtained, mark the values in convenient intervals on the margin. In making yearly charts it is usually desirable to start at the left edge with the figures for the last period of the preceding chart. For the purpose of illustration let us assume figures for two years, 1910 and 1911, charted in monthly periods. The first mark on our 1911 chart is the figure for December, 1910, the amount $38,015 for the Sales. A dot is placed as near this valuation as the graduation of the chart permits. January Sales, $39,842, a dot is placed as near this valuation as possible on the vertical line allotted to January and this is repeated for the entire year. As the Sales figure is the most important fact, a rather heavy



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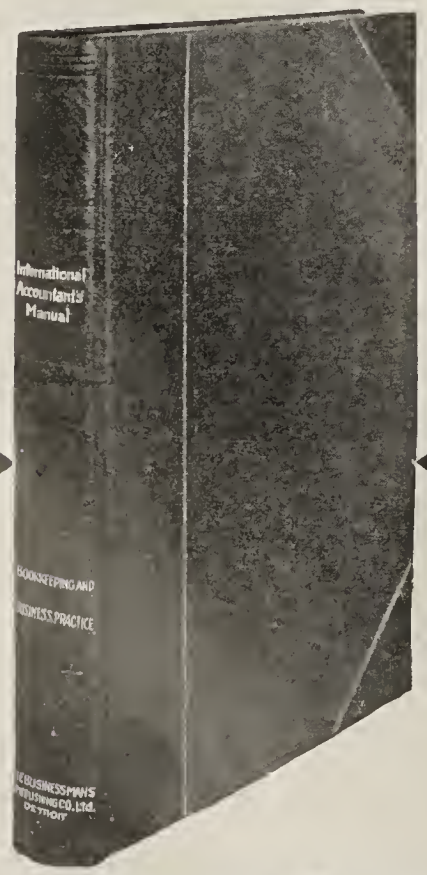
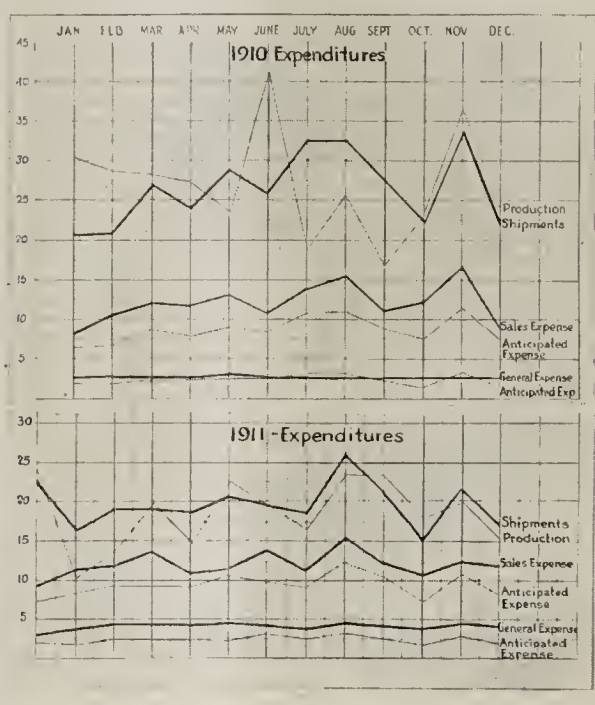


black line is drawn from one dot to the next, connecting each month in rotation.

The next fact to show is the Total Cost of doing business, including in this, all expenses of every kind that have to be met before a dividend can be declared or profit earned. The marking is done exactly as for Sales and the dots connected with different colored line. The Cost of Goods, Sales Expense and General Expense are charted in the same way, using a different color for each.

These lines will show the main facts of any business so clearly that any per-



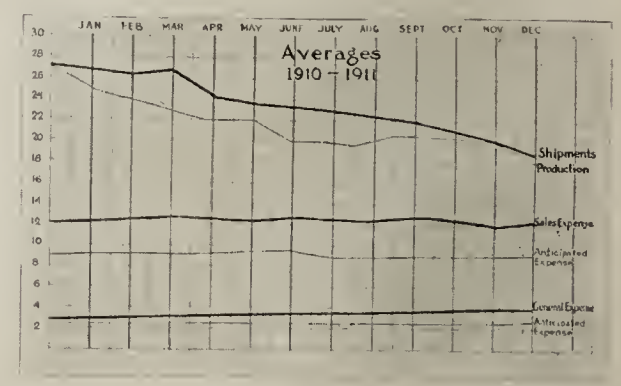
If the sales expense line rises while the sales line drops, it is time to investigate the cause and apply the remedy.

son of average intelligence can form deductions more clearly, quickly and accurately than is possible from any unsupported set of figures. Any variation, good or bad, sticks out like a sore thumb. As all lines should bear a constant relation to each other, if the Sales Expense line rises while the Sales line drops, it is time to investigate the cause and apply the remedy. If the Total Cost line is closer to the Sales in a big month than it was in some smaller months, or if it gradually rises closer to the Sales line, you may find on investigation that items which in themselves are unimportant and which would be overlooked in the majority of reports, bulk large when added together. You may also find that the "Banner month of sales" shows a much higher Total Cost line, a much smaller margin for profit than was anticipated. It is but human nature to loosen the purse strings when sales mount skyward and as the usual reports are separate units, without any attempt at co-relation it frequently happens that expenses get far beyond the limits permitted by the increased sales and the expected profit proves to be a deficit. It is also possible that the heaviest sales may carry the lowest margin of profit; whatever may be the cause, the effect shows unmistakably in the chart.

In too many business systems, the valuable facts and figures are so jumbled together that their statistical value is entirely destroyed and the resultant trial balance shows merely the bald facts of profit or loss on the business as a whole irrespective of source. In such systems it is virtually impossible to trace cause and effect without tremendous additional labor and time spent in analyzing accounts. For such a business the institution of graphic charts will do more than any other one thing to keep away from the danger line, because the chart shows the few important facts which even the poorest system cannot hide, and with its simple directness makes the need of further division of accounts so obvious that the remedy will be found and applied.

After the main facts of the business are charted, it is desirable and important to show how closely they approach the ideal or estimated figures. For this purpose it is necessary to know on what basis the selling price is determined and reduce it to a percentage basis. The first element to consider is the cost of goods which for example amounts to 60% of the Selling Price, for the Sales Expense 15% is allowed, General Expense, 5%, and Profit, 15%; total equals the Sales, 100%.

Possibly you handle an extensive line of goods with a gross profit margin that varies considerably and therefore may consider it impossible to reduce your business to the percentage basis outlined above. However, on further thought you will probably realize the fact that you expect to earn a certain net profit on the entire year's business and have well defined ideas as to how much you can afford to spend in sales effort, what your general expense ought to be, etc. In order to prove these ideas and reduce them to concrete percentage, it is only necessary to take the trial balances of several ordinary years and average the



To reduce the information to concrete percentages it is only necessary to take the trial balances of several ordinary years and average the resultant figures.

resultant figures. You will probably find that the actual experience, simply analyzed, will furnish the desired figures from which to form deductions sufficiently close to serve as a guide on which to base charts that will greatly aid in judging the results of present business efforts and these charts are not for the dead and distant past, but for the vital "now" and future, which alone can be altered and improved.

After having decided on the percentages to use, it is a simple matter, using the Sales figures as a basis, to calculate for each month, the ideal or anticipated figures for the cost groups. For example, our figures for December, 1910, (starting point of 1911 chart), were $38,015.86, that would make the Total Anticipated Cost 85%, or $32,313.47. January was $39,-842.42, 85% of that is $33,866.06, and so on each month on the same principle. The fluctuations are immediately apparent for as long a period as the chart covers. The relationship of one month with another and the general tendencies of the different elements are clearly shown; in fact, in no other way can so comprehensive a view be obtained of the vital facts of any business. A glance at the simple lines of the chart generally gives more information and does it more accurately than can be obtained from lengthy study and digestion of a string of figures.

It is not advisable to have too many lines on a chart. In some cases, lines would often overlap and thereby cause confusion. It is much better to group the lines and show on one chart the Sales, Actual Cost and Anticipated Cost; on another chart the General Expense, Sales Expense, etc., together with the Anticipated line for each item. As the anticipated figure is always based on the Sales, its fluctuations must necessarily be the same as the Sales; these lines therefore furnish a guide to the tendencies of the various items in relation to the sales. For instance, in General Expense the Anticipated line may fluctuate sharply while the Actual line vary but slightly, if any; however, any tendency to follow the sales is shown at once. On the other hand, the Sales Expense should bear a direct relationship to the sales, and therefore follow the Anticipated line in its tendencies and, if at varience, would show up immediately.

The importance of having the anticipated and actual so clearly defined cannot be overestimated and in some cases it would be advisable to carry the idea further and subdivide the above groups into component parts, charting each separately, so that causes of fluctuations might be more easily determined. The General Expense may be divided into administrative and various general groups. In Sales Expense it may be wise to chart salaries and expenses separately or show the sales and expenses of each salesman. In Cost of Goods, show raw material, labor, superintendence, etc., separately. This would, of course, depend entirely upon the size of the business and the relative importance of each item charted. In fact, the flexibility of charts is so great that they can be applied to any set of figures, or to any subject; in every case with a distinct and decided advantage, in greater legibility and ease of comparison.

It has been found desirable in business to carry comparisons over longer periods than one month, a year being the usual unit of time, and in chart making also a more comprehensive view of tendencies is obtained by charting the result of business effort in yearly periods.

In the monthly charts illustrated it will be noticed that the fluctuations are so great that no clear conception can be

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formed as to whether the general tendency is consistently upward in sales. It shows that the general tendencies are practically identical, however, the sales rising consistently from December to August, dropping in September and October, to rise again in November, with a sharp decline for December. The abnormally high sales for August would call for further analysis if the facts were not readily discernable, and perhaps furnish the ideas on which to base a selling campaign or method by which the general sales could be raised to the same high level.

A comparison of the Total and Anticipated Cost shows that the expectations were not realized in any month. By a glance at the yearly average chart we see that the cause lies in the Sales Expense and General Expense. However, the actual sales expense is practically on a level, while the anticipated line is gradually climbing up to meet it, which would indicate that the sales department is on the way to make good, even though it cost more than was planned, which is probably due to the increased missionary work necessary to introduce the goods, and which is commencing to bear fruit; anyway, the indications of exceding the prescribed limit are so plain that investigation is assuredly necessary.

The General Expense line shows a decided tendency to go beyond the theoretical bounds and a glance at the chart shows the excess is practically 75% at the end of the year. Unless you have had similar experience you may not believe that such a condition would escape detection in any well regulated business having proper reports consisting of figures. However, the lamentable fact is that such frequently happens and is only discovered when the final figures of the annual trial balance show a serious shrinkage in the expected profits.

For further study of the chart the following explanation of its construction is necessary. In the scheme of this business the selling organization was kept distinctly separate from the manufacturing end of the business, therefore it was desirable to show the result of each, so as to more accurately place responsibility for loss or gain. Although the goods were not actually billed to the selling department, they were figured in this comparative chart on the estimated cost basis, on the ground that as the selling price was based on the estimated cost of the goods turned out by the factory, and could have been placed higher or lower, any error in this regard should be burdened, not on the sales force, but on the factory; likewise any advantage due to economy in manufacture would not be a gain of the sales force, but should redound to the benefit of the factory. This vital distinction is often overlooked, with the result that the factory is blamed or the sales force praised for results that neither was responsible for.

The total cost line in these charts represent the cost of the goods to the sales force on the above basis, the first year being 60% which the next year, due to increased manufacturing efficiency, was reduced to 40%. The 20% saving to be applied to surplus and sinking fund purposes. The distance between the cost and anticipated cost lines therefore measures the efficiency of the sales department.

The shipment line is based on the 60% and 40% above referred to. The production line represents the actual cost of the goods and a glance at the average chart shows how well it met its estimates, being practically a thousand dollars a month under the anticipated figures for the second year. A comparison of the production with the line of shipments, indicates that in the first year production was widely at varience with actual shipping requirements, this condition being vastly improved in the second year. It was also found that the estimated cost of the goods was so close to the actual that lines showing each were practically identical and therefore were omitted in the first year. In the second year, however, the actual cost dropped so far below the estimated that the line was drawn and indicates considerable fluctuation in the cost of manufacture. An investigation of the cause of the fluctuations might lead to further economies. It being noticed that the narrowest margin is in the months of greatest production, indicating distinctly that there is deficiency of some kind in the handling of production in the busy season.

The group of lines give a sufficient indication of some of the purposes they can be made to serve, other uses will readily suggest themselves. For instance, in a business subject to seasons, it is frequently necessary to borrow money. It would therefore be useful to chart the moneys received in comparison with the expenditures, as a gauge of the amount necessary to finance the business during the dull months. This cash chart, as it might be called, would also be very useful in a business where the goods are manufactured in one part of the year and sold in another. The figures for this chart are easily obtained from your cash book totals each month, possibly requiring some little correction with help of the notes payable account.

The charting of receipts in comparison

with expenditures also gives other valuable information which differs in accordance with the business. Charting receipts in comparison with sales gives a close check on the collection and credit departments, showing whether they are maintaining the proper standard of efficiency, whether the class of customers is improving or retrograding, so far as prompt payments are concerned, etc.

In factory accounting it would be desirable to make a comparative chart of the raw material, labor, machine cost, superintendence, etc., all of which figures are usually kept separate in any kind of books. A comparison with the sales value of the goods produced would serve as a check on the production costs, etc.

There is no great difficulty in obtaining the necessary figures, if your accounts are properly constructed. If you still maintain the old dumping grounds, such as Merchandise account, in which purchases of supplies, credits for goods returned, sales, etc., are indiscriminately mixed, it is surely time that you mended your ways and separated the purchase and sales items, giving a separate account to each. The same holds true if you look on all expenditures as expense and dump them all into one account. As the greatest value of any account is its statistical value, its ability to show in comparison the result of one period with another, it really is surprising in this day of keen competition, how tenaciously the old forms hold their place and how generally the prime purpose of keeping accounts is overlooked.

Just as it is not necessary to have a cumbersome set of books to show the facts of business, so it is not necessary to institute a complicated set of charts that would be more ornamental than useful, but every business, almost without exception, would be greatly benefited by a few simple charts that show the main factors of business success or failure and the figures for these can readily be almost automatically furnished by the ledger accounts which every set of books should have or from the monthly trial balance which is an almost universal custom.

The selling price in most businesses is arrived at by an estimate or knowledge of the actual Cost of manufacture, to this being added the cost of doing business or General Expense, likewise the estimated or actual Selling Expense. Between these three and the Selling Price there is expected to be a margin variously termed profit or dividends.

The necessity of keeping a close watch on the three cost groups has been recognized since business began, and various methods have been pursued to accomplish this end, most of them being figures or groups of figures that had to be studied closely in order to obtain even a faint conception of their relationship, but in former times no attempt was made to compare any of the three factors with the amount that they were expected to be. Almost invariably business men were satisfied to compare this year's figures with those of the preceding year, and only at long intervals, usually a year, was an attempt made to discover whether the expected profit had been earned.

In a small business this method was reasonably effective, but with the increasing size and complexity of business the reports and comparative figures became so numerous that it was almost an impossibility for the average business man to comprehend their relationship and meaning, so that instead of making a comfortable profit, the balance sheet at the end of the year proved to be exceedingly disappointing, by showing that as a whole the business made very small profits and in many cases even showed a decided loss.

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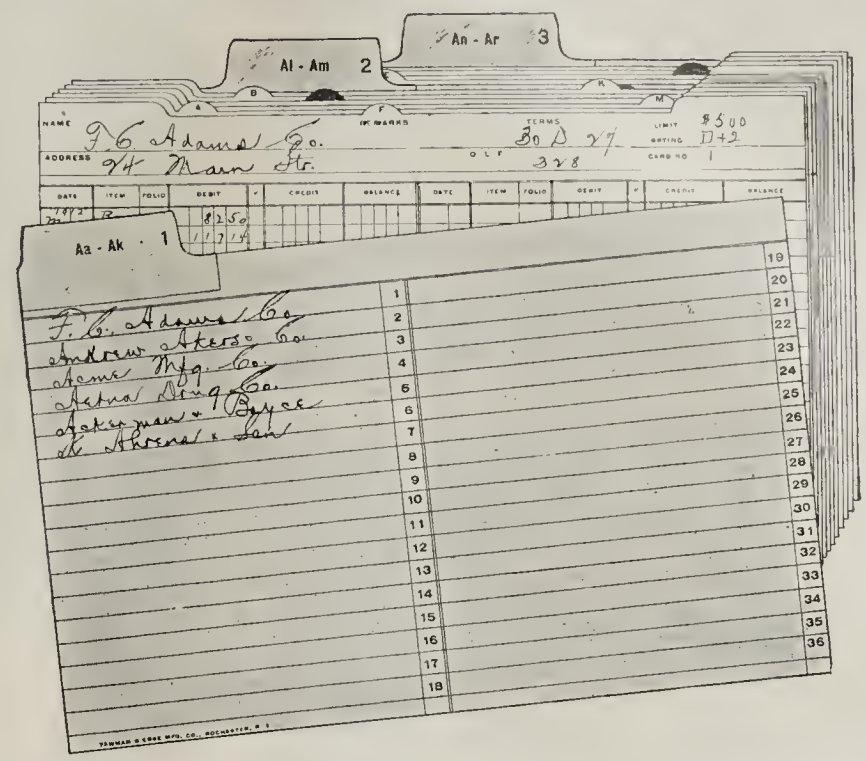

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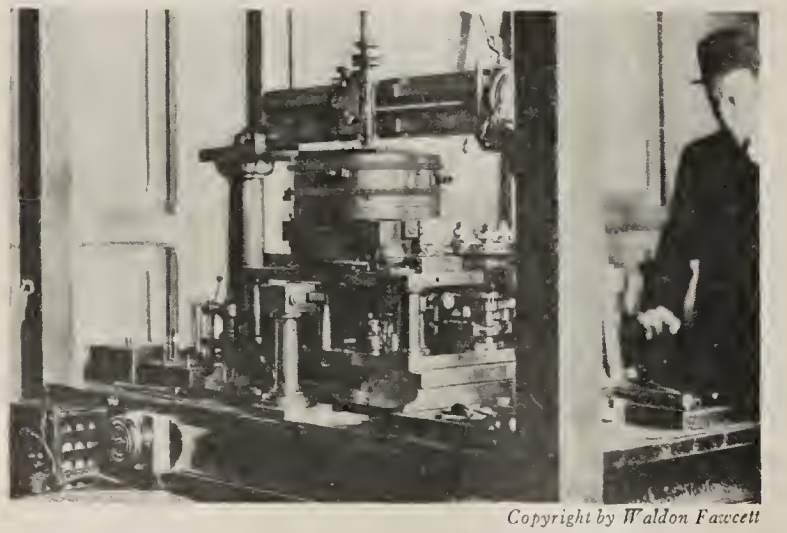

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The remarkable geometric lathe produces automatically the beautiful interwoven lines which surround the denomination counters.

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The printing of the face of the notes is done entirely by hand presses resembling the primitive presses of earlier days.

In this large brick building are produced all the bank notes and Government bonds issued by Uncle Sam.

FROM PULP TO

A Series of Photographs Showing the Processes Leaving the Bureau of Engraving

PAPER money manufacture is one of the most intricate and exacting of industrial processes. No little significance attaches, therefore, to the circumstance that the United States government has developed in the Bureau of Engraving and Printing at Washington, D. C., a currency making plant which for efficiency, economy of administration, and volume of output, is not equalled by any other similar institution in the world. In this huge, red brick building, under the shadow of the Washington National Monument, are produced all of the gold and silver certificates, treasury notes, national bank notes and government bonds issued under Uncle Sam's authority.

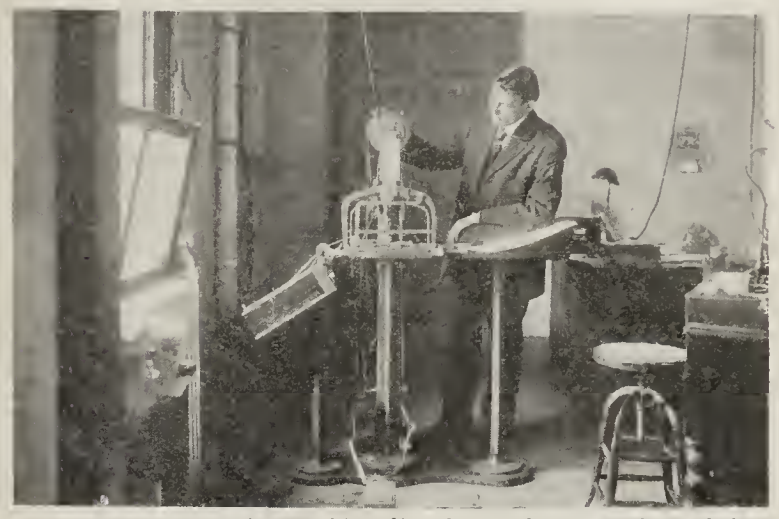
Of the 4,000 employees of the Federal money factory nearly one-half are engaged in the huge press room known as the "bee hive." So closely are the plate presses placed in this vast room that there is but limited space for the operatives—each of these hand presses being in charge of a plate printer, who inks the plate and takes the impression, and a woman assistant, who removes the printed sheets and puts in place the blank sheets.

Much of the credit for the high plane of achievement which has been reached in Uncle Sam's paper money manufacture belongs to Mr. Joseph E. Ralph, the Superintendent of the Bureau, who has proven himself a veritable administrative genius in a difficult and highly specialized field. Director Ralph is a practical man who has "worked up" from the humble position of plate wiper in the Bureau and by scientific management and the development of special machinery he has cut costs in a startling manner while actually improving the product.

In the service of the Bureau are the most expert steel engravers in the world. Each engraver specializes in some one field, as, for instance, portraiture or lettering, and some of these men receive salaries as high as $6,000 per year.

Nearly one-half of the 4000 employes are engaged in the huge press room known as the "Bee Hive."

The sizing or "starching" operation passes the bills through a bath of alum and glue.



The ingenious trimming machine clips the surplus paper from all four edges of the newly printed bill at one operation.

POCKETBOOK

Through Which Our Paper Money Passes Before and Printing at Washington, D. C.

THE work of engraving the designs for currency is greatly simplified by the use of the geometric lathe, one of the most remarkable pieces of mechanism ever evolved, and which produces automatically the beautiful interwoven lines which surround the denomination counters and borders on notes and bonds.

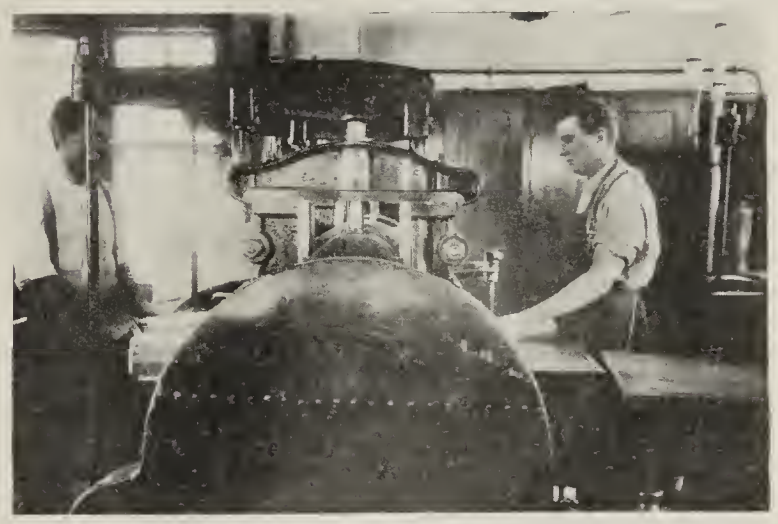
The government relies chiefly upon the high-grade portraits on our paper money to circumvent counterfeiters and in order that this portrait work may be of the best quality the printing of the face of the notes is done entirely on hand presses, somewhat resembling in form the primitive presses of the early inventors in the art. The plate printers are paid in proportion to the amount of work performed, and a skilled operative can earn from $8 to $10 per day.

The special paper provided for currency manufacture is wet so frequently in the course of the printing operations that it has to be re-sized in order to resist the wear and tear of circulation. This sizing or "starching" operation is performed by an ingenious machine which passes the bills through a bath of alum and glue.

One of the most interesting of the unique machines which have been invented at the Bureau is an ingenious trimming machine which, at one operation, clips the surplus paper from all four edges of a newly-printed bill, automatically centering it for this trimming.

The "ironing" of new-made money is one of the final operations. This consists in the passage of packets of currency between the rolls of a powerful hydraulic press, which smooths the surface of each bill and gives it that crisp, crackly quality that is so pleasing to the "ultimate consumer."

All currency is counted more than fifty times in the course of manufacture, so precious is this manufactured product, and so elaborately is it guarded against theft or loss. Most of the counting is done by women who have become marvelously adept, and whose fingers, in enumerating the bills, actually move more rapidly than the untrained eye can follow.



The "ironing" of new made money is one of the final operations.

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Most of the counting is done by women, whose fingers move more rapidly than the untrained eye can follow.

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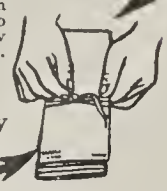

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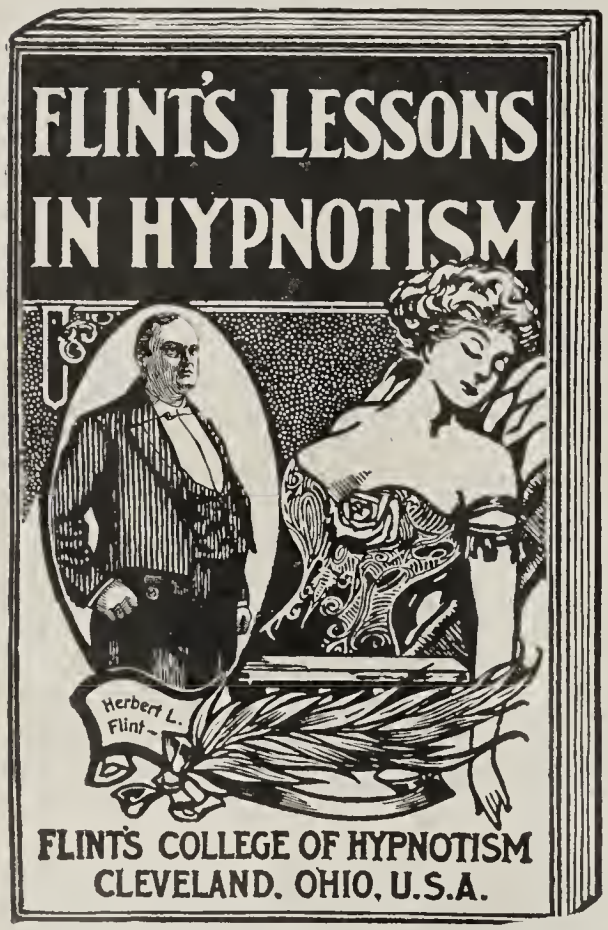

Hypnotism strengthens your memory and develops your will. It overcomes bashfulness, revives hope, stimulates ambition and determination to succeed. It gives you that self-confidence which enables you to convince people of your real worth. It gives you the key to the inner secrets of mind control. It enables you to control the thoughts and actions of others. When you understand this grand and mysterious science you can plant suggestions in human minds which will be carried out in a day or even a year hence. You can cure bad habits and diseases in yourself and others. You can cure yourself of insomnia, nervousness and business or domestic worry. You can instantaneously hypnotize people with a mere glance of the eye without their knowledge and powerfully influence them to do as you desire. You can develop to a marvelous degree any musical or dramatic talent you may have. You can increase your telepathic or clairvoyant powers. You can give thrilling and funny hypnotic entertainments. You can win the love and everlasting friendship of those you desire. You can protect yourself against the influence of others. You can become a financial success and be recognized as a power in your community.

This book of Flint's will tell you how to learn the secret of attaining these things. Flint is the most successful and best known hypnotist in the world. He has appeared before thousands of audiences. He will carry out every promise faithfully. If you want a copy of his free book send your name and address on a postal card—no money—to

HERBERT L. FLINT
DEPT. 512 A, CLEVELAND, OHIO

and you will receive it by return mail, postpaid.

Should Business Houses Carry Their Own Insurance?

An Article Describing the Practice of Present-day Concerns and a Proof of Loss Form Used to Report Losses and Damages

By David Merkel

WHEN the newspapers in New York and other cities issued a special edition at 10 o'clock in the morning on the 9th of January a year ago, describing the burning of the great Equitable Life Assurance Company building, thousands of people gasped when they read the details.

"Equitable Building Burnt, Total Loss. Billion Dollars in Securities Buried Beneath Ruins."

Simultaneously there arose in the minds of many business men the thought, "who is going to stand this stupendous loss?" Even though the statement of vault and safe experts, that the treasures within the ruins were safe, be taken as correct, the entire block of buildings, valued at 18 to 20 million dollars, including the site, and their contents was a total loss.

Who was going to stand this loss? Upon which companies would the burden fall heaviest? Would the insurance companies be able to withstand further the drain upon their resources, already sorely depleted? The smaller business men had not figured upon a circumstance of which they were pardonably ignorant and which was fully explained in a later edition of the papers. This was corroborated by President Day of the Equitable in a statement issued to the reporters, that the building and equipment

PROOF OF LOSS

Territory ---------- Central Office----------

To Blank Manufacturing Company
Home Office
Chicago, Ill.

1. Date when fire occurred:----------
2. Place where fire occurred: ----------
   Town or City of ----------State of ----------
3. Building was occupied as : ----------
4. Cause of fire: ----------
5. The property destroyed or damaged was on the premises as stock, on exhibition, on approval, for repairs: ----------
6. The property destroyed or damaged, with full particulars, was as follows:

Number	Description	Boxed or unboxed	Consignment value	Extent of Damage	Estimated Loss
	Total				

We, the undersigned, do hereby certify that the fire, above mentioned, did actually take place and that the loss or damage, above specified, was computed correctly, in virtue whereof we submit the particulars set forth upon this proof of loss.

certified correct

---------- Auditor

---------- Manager of Store

---------- Agent

---------- Witness

of the Assurance Company was fully covered by the Insurance Fund of that company, the fire causing practically no loss to them, while the loss to the various insurance companies would be comparatively slight.

Carrying your own insurance is a practice which has arisen only within the last quarter of a century and was made possible through the existence of the large corporations. When a corporation maintains many factories, warehouses or branches in different parts of this country, or of the world, for that matter, it has found, almost invariably, that it is profitable to carry its own risk. Thus the corporation has practically another item of "other income" or may use same to reduce, proportionately, the cost of insurance. These risks need not necessarily cover only those by fire, but may include marine risks, covering goods in transit by steamships, etc., and such other protection as the corporation officers may deem profitable or essential.

This is done by making a provision for the Reserve for Insurance out of each year's profits such amount as would have to be paid to an outside insurance company as premiums, and setting it aside or depositing it as an Insurance Fund, applicable only for the purpose for which it was created.

Of course, it must be understood that this system of insurance should only be practiced where the property insured is scattered and is not in any danger of total destruction at any one time. The writer has been told, however, of instances where a concern, owning and operating only one plant, has carried its own insurance since its inception. To question or condemn such proceeding would be presumptuous, as that would be in direct contradiction to the judgment, ability and experience of those men who guided and built up the business and who deemed such step safe. On the other hand, the general opinion, to say the least, would brand this as both unwisely risky and imprudent.

One corporation which maintains branches in almost all large cities of the globe through which it retails its products, besides several factories and warehouse depositories, charges, in the first case, the insurance on the average amount of stock carried during the year at a nominal figure to the central branch in that territory and in the other cases to certain auxiliary accounts carried on the books of the Home Office. In addition to above each central office is charged with "marine insurance" on all goods shipped to any point within that territory from the warehouses or factories by boat, and which averages from 2 to 4 cents per case, according to the distance.

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The Magazine for Office, Store and Factory

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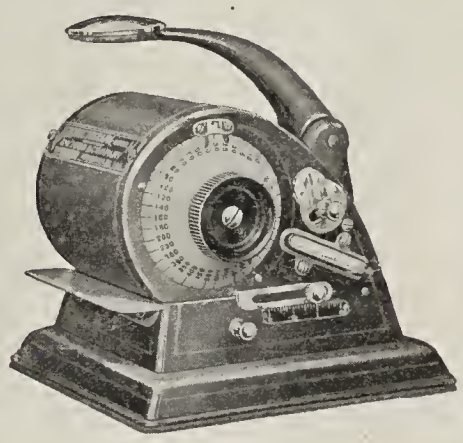

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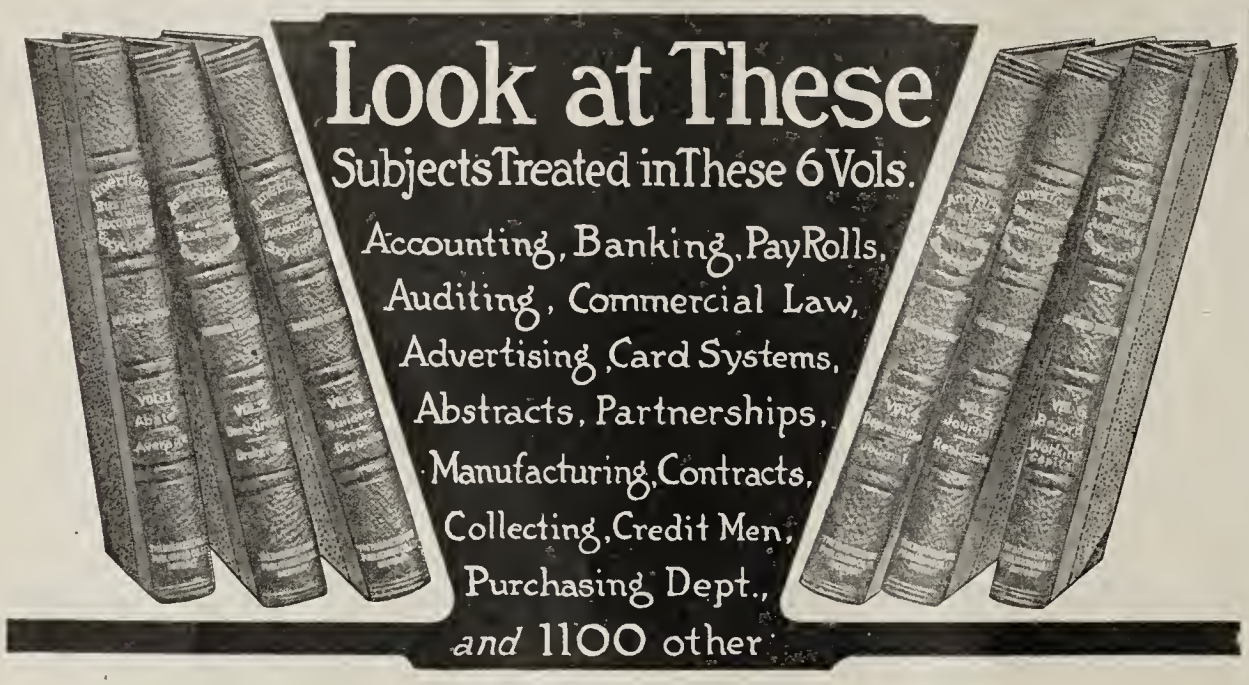

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Acceptor, 3.
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Account Books — Manufacture of, 6.
Accounts Payable Account, 7.
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Accounts Payable Record, 7a.
Accounts Payable Ledger, 7a.
Accounts Payable Ledger, 8.
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Printed Forms, 1401.

Thus if goods are burnt on board ship, in the store or warehouse, the territory to which the goods were originally charged in consignment, is credited with the loss or damage and the Insurance Fund is debited. To take care of such losses through fire, the proof of loss form shown herewith was devised.

Although simple in construction, it presents all information necessary for the passing of credit, obviating all delay or inconvenience of regular correspondence. The adjusting entries are made easily and credit passed to the office by invoice or credit memo immediately upon receipt of the proof of loss.

The upper section of the form is primarily a report submitting such particulars as date of fire, place, description of building, cause of fire, whether property was regular stock, on exhibition, on approval or for repairs, and finally a statement showing the property destroyed or lost, with full description, whether boxed or unboxed, the consignment value of each item, the extent of the loss or damage, such as total, partial, slight, etc., and the value (exact if possible, otherwise approximate) of the loss or damage.

At the bottom of the form are reserved spaces for signatures authenticating this document. This precautionary measure was adopted to prevent any false reporting of losses of stock which in reality never occurred and which method may be used to cover up stock stolen or fraudulently disposed of by an employe.

The signatures comprise those of the manager of the store or within whose territory the fire occurred, countersigned by at least one witness. The report is furthermore certified as correct by the auditor and signed by the agent or supervising manager of the territory.

The number and variety of signatures was introduced as a preventive of any collusion between employers at a distant branch to defraud the Home Office, and to fully satisfy the latter as to the validity and veracity of the report. The Chief clerk or manager of each territory will also, when possible, accompany the proof of loss by one or more clippings from the local papers in reference to the fire or other damage.

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Helpful articles relating to the every-day work of office and factory managers, accountants and salesmen are desired for publication in BUSINESS.

Short, snappy stories, telling in a clear and interesting way of some of the methods, systems and ideas employed in the progressive institutions of the country, will be specially welcome.

Contributions accepted by the editor will be paid for on publication.

Indexing *the* Vouchers

Carbon Copies Used to Simplify the Work

By W. R. King

WHAT promises to be a step forward in handling an important accounting problem, is a new method of indexing audited vouchers, recently installed in the office of a large coal mining corporation in Tennessee. Heretofore all vouchers were indexed in the ordinary manner, the payee's name, date, number and amount being transcribed by hand. The new method is simply a carbon copy of the voucher itself, filed in alphabetical order in a loose leaf binder.

Many advantages are obtained from it, chief among them being the improbability of a possible duplication of any voucher escaping attention. In the ordinary index the only details given are:

PAYEE.....

1912		No.		Amount	
6	12	428	Lumber	88	30
7	12	516	"	98	50
8	12	321	"	88	30

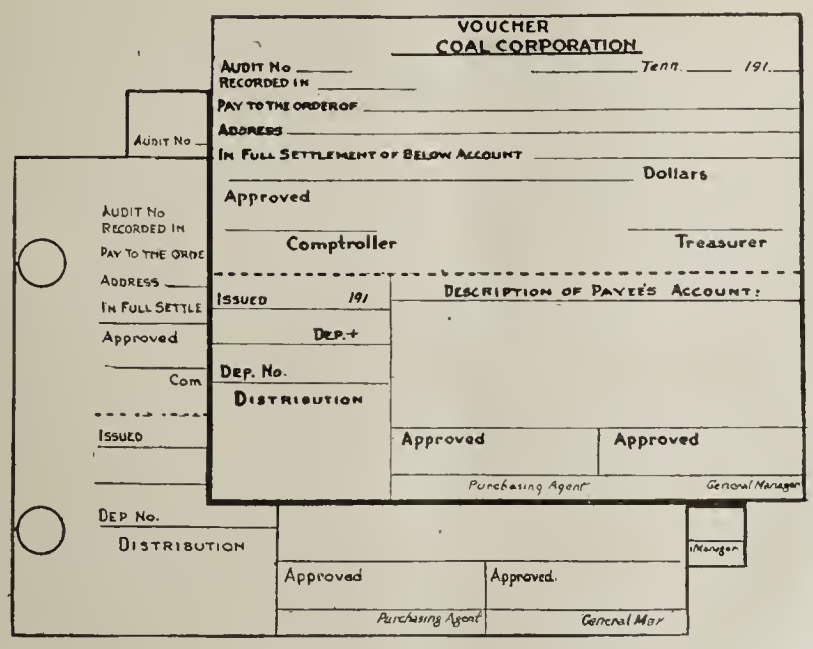
If any voucher is written up for the same amount as one already indexed, it is necessary to look in the files for the first voucher to see that it is not being duplicated. The new plan saves the time spent in this work, for the copy of the first voucher (unless of too old a date) will be immediately at hand, and the full details of the two vouchers may be compared.

As invoices from certain firms are frequently for the same amount, such as timber bought in carload lots, the car number on the copy of the voucher will decide immediately and at a glance whether one is a duplication of the other, or if it is in payment of an entirely different invoice for the same amount.

In the ordinary methods of indexing commonly in use, it is the exception when more details than shown above are transcribed, and there are many methods that are not so complete. In fact one was described in a technical magazine a short time ago where a card system was used, and on which appeared only the name of the payee and the number of the voucher. In such a condition as this, the auditor would be helpless in the face of an accidental or purposely duplicated payment. The new plan will also prevent all errors in transcribing, as the index will be composed entirely of carbon copies of the vouchers and there will no longer be errors in dates, numbers, or amounts appearing in the index.

Second only to accuracy is the time that will be saved. The plan being followed requires that the copy which is to be used for the index shall be detached from the original and placed in a drawer of the voucher clerk's desk. These copies are allowed to accumulate during the day, and are filed the first thing the next morning. There is also a minimum possibility of any voucher being issued without being properly indexed, as often happens with the use of other systems.

At the end of a period, depending on the number of vouchers issued monthly, these loose leaf binders will become sufficiently full to require transfer binders, into which the copies of vouchers forming the index will be filed permanently, and the current



binders made ready for a new period. The carbon copies are made on strong but thin paper, about three hundred sheets to an inch in thickness, so that the binders will accommodate a large number. The vertical file is also adapted to this use, but for ready reference is not so convenient, as the loose leaf binder can more easily be brought to the desk of the officer desiring same.

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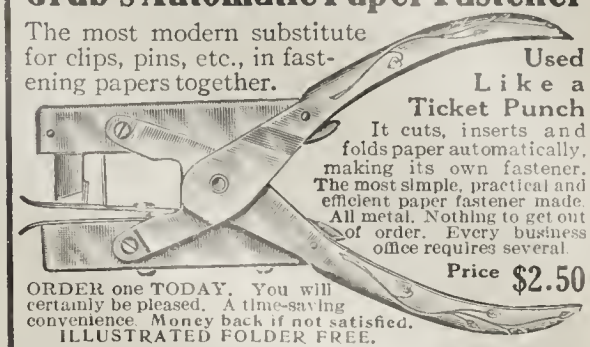
The most modern substitute for clips, pins, etc., in fastening papers together.



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THERE are only two kinds of debtors—the honest debtor and the "dead beat." There is a way to effectively handle them both—*the former*, without giving offense—*the latter*, in a way that brings the most chronic bill dodger to time. Yet the plan is as simple and inexpensive as it is effective. It is built around two series of collection letters — gotten up as a result of years of study of collection problems and processes.

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Tear it out—sign and mail now together with 50c in payment of the trial order. Use both series and determine which is best suited for your needs.
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Room 1436 140 So. Dearborn St. Chicago

The American Adjustment Co.
Room 1436 140 So. Dearborn St., Chicago

Find herewith 50c for your five full sets (4 letters each) of collection letters, to use in collecting our slow accounts.

Name.....

Address.....

.....

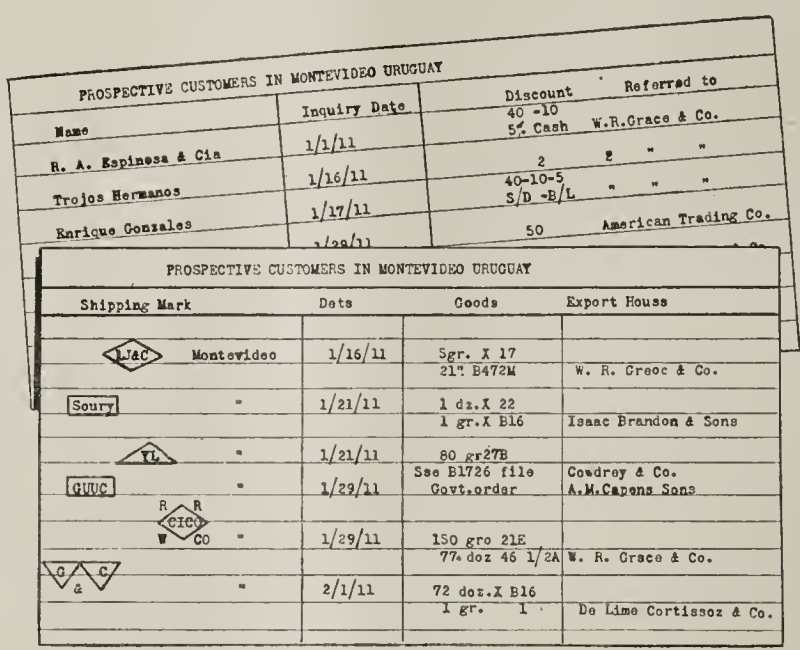
Export Records an Asset

The Value of Keeping an Accurate History of Indirect Shipments and Foreign Mail Inquiries

By Walter F. Wyman

Manager Export Department Carter's Ink Co.

THERE are nearly fifty thousand American firms whose products are sold in foreign countries; of these the great majority do not send salesmen abroad, but fill orders sent them through commission or export houses.



PROSPECTIVE CUSTOMERS IN MONTEVIDEO URUGUAY

Name	Inquiry Date	Discount	Referred to
R. A. Espinosa & Cia	1/1/11	40 -10 5% Cash	W.R.Grace & Co.
Trojos Hermanos	1/16/11	2	" " "
Enrique Gonzales	1/17/11	40-10-5 S/D -B/L	" " "
	1/29/11	50	American Trading Co.

PROSPECTIVE CUSTOMERS IN MONTEVIDEO URUGUAY

Shipping Mark		Date	Goods	Export House
LJ&C	Montevideo	1/16/11	Sgr. X 17 21" B472M	W. R. Grace & Co.
Soury	"	1/21/11	1 dz.X 22 1 gr.X B16	Isaac Brandon & Sons
YL	"	1/21/11	80 gr27B	Cowdrey & Co.
GUUC	"	1/29/11	See B1726 file Govt.order	A.M.Capens Sons
R R CICO W CO	"	1/29/11	150 gro 21E 77½ doz 46 1/2A	W. R. Grace & Co.
G C &	"	2/1/11	72 doz.X B16 1 gr. 1	De Lime Cortissoz & Co.

Forms A and B

It is of vital importance that the shipping marks appearing on these orders be recorded properly for future need for these form a list of foreign buyers of known responsibility who are actually selling the manufacturer's goods, and the greatest asset of any exporter is accessible data in regard to his actual and prospective foreign customers.

If the letter files are allowed to become the graveyard of export information that condition is reflected in dollars and cents in the yearly foreign sales.

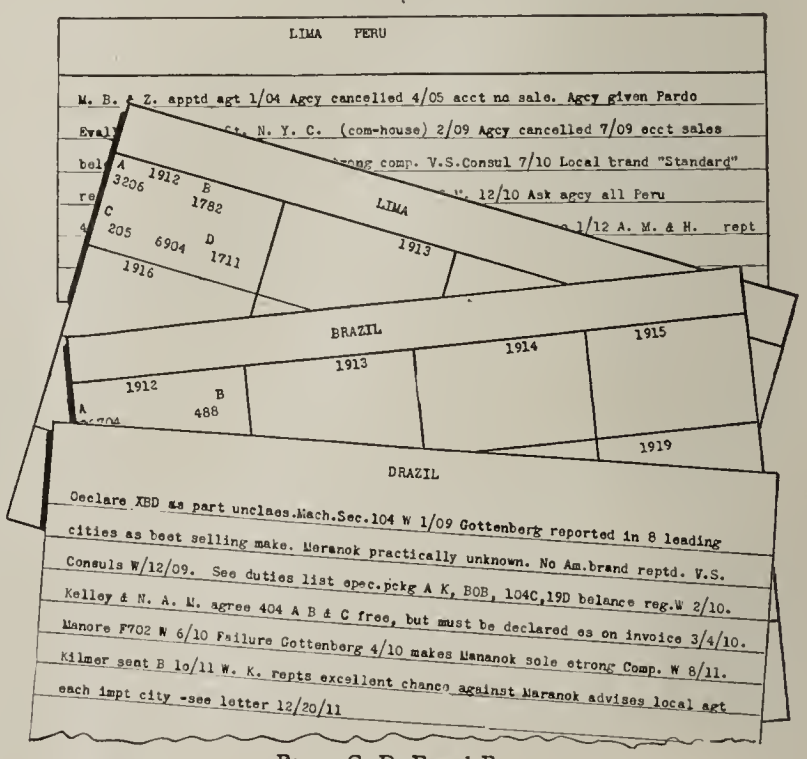
Even when there is not any present idea of creating an export department and actively seeking foreign business there are certain valuable facts which, easily recorded, form the basis for any subsequent effort.

With this information names and address of foreign inquirers should be recorded showing the way the inquiry was handled and if direct orders are not accepted no other record is necessary. One advantage of this system is that it will not be supplanted or require duplication when the manufacturer begins to solicit direct foreign business.

On forms "A" and "B" showing the face and reverse of the "Prospective Customer Card" a simple method of recording is shown.

When direct sales are made it is extremely advisable to have guide cards for each country in one color, guide cards for cities and towns in another color, and behind each a history card devoted solely to the history of the country, city and town. These are shown front and reverse as Forms "C," "D," "E" and "F." With these and a card on which to record the sales to, as well as the history of actual direct customers in addition to the "Prospective Customer's" cards the history of the firm's relation is correctly kept. (See Forms "G" and "H.")

It will usually prove advisable to have the cards showing customer's terms sep-



LIMA PERU

M. B. & Z. apptd agt 1/04 Agcy cancelled 4/05 acct no sale. Agcy given Pardo

Evall ... Ct. N. Y. C. (com-house) 2/09 Agcy cancelled 7/09 acct sales

bel ... ong comp. V.S.Consul 7/10 Local brand "Standard"

re ... 12/10 Ask agcy all Peru

... 1/12 A. M. & H. rept

A 3206 1912 B 1782 C 205 6904 D 1711 1916 LIMA 1913

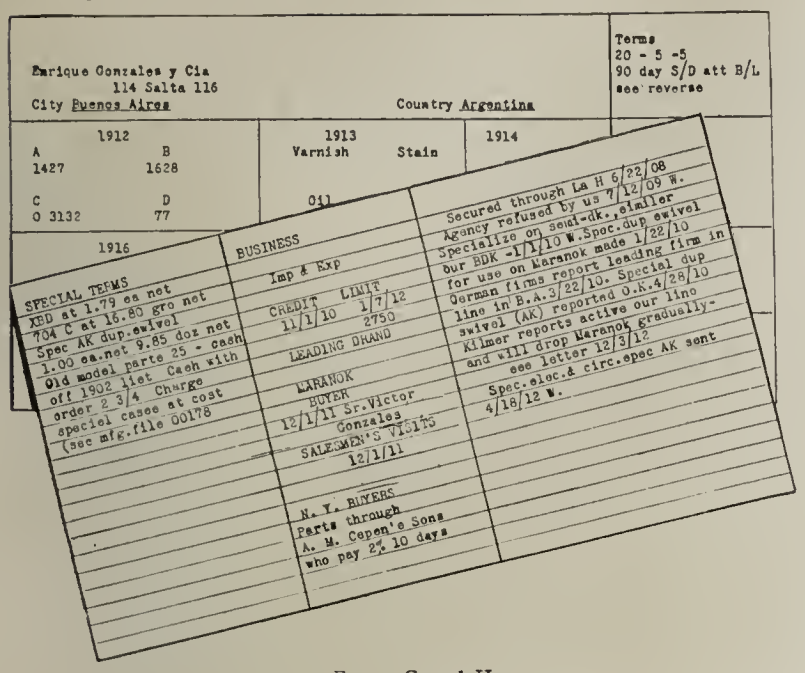
BRAZIL

1912 B 488 1913 1914 1915 1919

DRAZIL

Declare XBD as part unclass.Mach.Sec.104 W 1/09 Gottenberg reported in 8 leading cities as best selling make. Maranok practically unknown. No Am.brand reptd. V.S. Consuls W/12/09. See duties list spec.pckg A K, BOB, 104C,19D balance reg.W 2/10. Kelley & N. A. M. agree 404 A B & C free, but must be declared as on invoice 3/4/10. Manore F702 W 6/10 Failure Gottenberg 4/10 makes Mananok sole strong Comp. W 8/11. Kilmer sent B 1o/11 W. K. repts excellent chance against Maranok advises local agt each impt city -see letter 12/20/11

Forms C, D, E and F


Enrique Gonzales y Cia
114 Salta 116
City Buenos Aires Country Argentina
Terms
20 - 5 -5
90 day S/D att B/L
see reverse

1912	1913	1914	1916
A 1427 B 1628 C 0 3132 D 77	Varnish Stain Oil		

SPECIAL TERMS
XBD at 1.79 ea net
704 C at 16.80 gro net
Spec AK dup.swivel
Spec AK dup.swivel 9.85 doz net
1.00 ea.net parte 25 - cash
Old model parte 25 - Cash with
off 1902 list Cash with
order 2 3/4 Charge
special cases at cost
(see mfg.file 00178

BUSINESS
Imp & Exp
CREDIT LIMIT
11/1/10 1/7/12
2750
LEADING BRAND
WARANOK
BUYER
12/1/11 Sr.Victor
Gonzales
SALESMEN'S VISITS
12/1/11
N. Y. BUYERS
Parts through
A. M. Capen's Sons
who pay 2% 10 days

Secured through La H 6/22/08
Agency refused by us 7/12/09 W.
Specialize on seed-dk.,similar
our BDK -1/1/10 W.Spec.dup swivel
for use on Waranok made 1/22/10
German firms report leading firm in
line in B.A.3/22/10. Special dup
swivel (AK) reported O.K.4/26/10
Kilmer reports active our line
and will drop Waranok gradually-
see letter 12/3/12
Spec.eloc.& circ.spec AK sent
4/18/12 W.

Forms G and H

arate from the history card, as they should be within arm's reach and need not be larger than 3 x 5 as against the reliable 5 x 8 size for history cards. A convenient card is shown front and reverse as Forms "I" and "J."

In the early years of direct foreign sales it will prove well worth while to keep an "Order Register" (Form "K") on which orders for export are entered as received. This will prove in even one year well worth the time required in up-keep to the man handling the export sales.

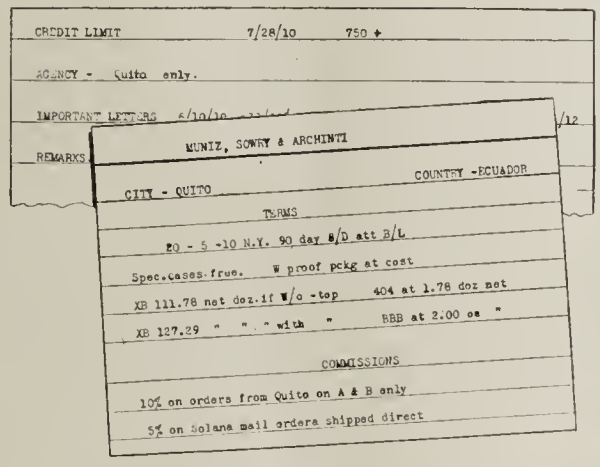
If export advertising mediums are employed answers should be carefully listed and a record kept of the ultimate results, as even those most intimately acquainted with the publications themselves are unable to predict with any degree of accuracy the results with any advertiser.

Figures based merely on the number of inquiries are nearly worthless as some mediums seem to draw from sample hunters only, while others attract the cream of the buyers. A peculiar condition was disclosed to the writer when on comparing notes with another export manager it was found that one magazine drew few, but excellent inquiries for the paint manufacturers, with many but unprofitable inquiries for the Writing Ink Company, while with another magazine, apparently of the same class, the case was exactly reversed.

Since with export magazine advertising actual experience is the only criterion, the "Inquiry Record" (Form "L") is the only protection against continued unprofitable space investment.

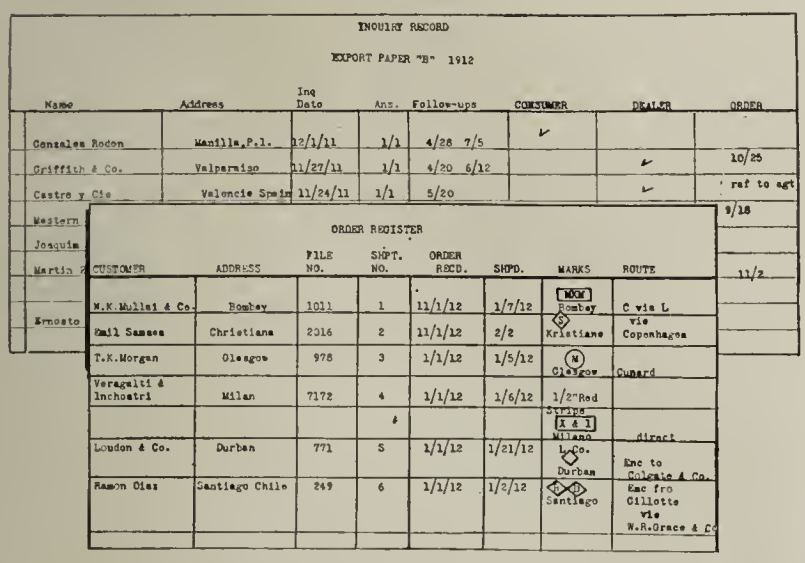
No matter what plans are in view for the future, no matter if the present policy be decidedly against exporting, at least a history should be kept of foreign indirect shipments and foreign mail inquiries.

No firm would knowingly throw away its assets and the small expenditure necessary for the upkeep of the simple system shown is the best kind of insurance for and conservation of valuable property.


CREDIT LIMIT 7/28/10 750 +
AGENCY - Quito only.
IMPORTANT LETTERS 6/10/10
REMARKS
MUNIZ, SOWRY & ARCHINTI
CITY - QUITO COUNTRY -ECUADOR
TERMS
20 - 5 -10 N.Y. 90 day S/D att B/L
Spec.cases.free. W proof pckg at cost
XB 111.78 net doz.if W/o -top 404 at 1.78 doz net
XB 127.29 " " " with " BBB at 2.00 ea "
COMMISSIONS
10% on orders from Quito on A & B only
5% on Solana mail orders shipped direct

Forms I and J

The one great big essential in export trade is definite ready-to-use information and there are hundreds of firms who are thinking of increasing their export business who do not now have a separate foreign sales department. The Panama Canal, the growing appreciation of the wisdom of being in direct touch with foreign customers and other causes make many interested in taking up the export game seriously. The forms illustrated embody practical experience in the needs of actual export work and the selections and adaptation of the best domestic forms of records with entirely new ideas to meet special conditions. In the first year of direct foreign sales in Australia alone a Boston firm sold $15,000 to prospects whose names were taken from such cards.


INQUIRY RECORD
EXPORT PAPER "B" 1912

Name	Address	Inq Date	Ans.	Follow-ups	CONSUMER	DEALER	ORDER
Gonzales Rodon	Manilla,P.I.	12/1/11	1/1	4/28 7/5	✓		
Griffith & Co.	Valparaiso	11/27/11	1/1	4/20 6/12		✓	10/25
Castro y Cie	Valencia Spain	11/24/11	1/1	5/20		✓	ref to agt
Western							9/18
Joaquim							
Martin							11/2
Ernesto							

ORDER REGISTER

CUSTOMER	ADDRESS	FILE NO.	SHPT. NO.	ORDER RECD.	SHPD.	MARKS	ROUTE
W.K.Mullei & Co.	Bombay	1011	1	11/1/12	1/7/12	MOK Bombay	C via L
Emil Sanses	Christiana	2016	2	11/1/12	2/2	Kristiane	via Copenhagen
T.K.Morgan	Glasgow	978	3	1/1/12	1/5/12	N Glasgow	Cunard
Veragalti & Inchostri	Milan	7172	4	1/1/12	1/6/12	1/2"Red Stripe X & 1 Milano	
			4				direct
Loudon & Co.	Durban	771	5	1/1/12	1/21/12	L.Co. Durban	Enc to Colgate & Co.
Ramon Diez	Santiago Chile	249	6	1/1/12	1/2/12	Santiago	Enc fro Gillotte via W.R.Grace & Co

Forms K and L

Annual Sale of Business BOOKS

Orders will be filled as long as quantities last and in order received.

	Reg. Price	Sale Price
11—6 volume sets of The American Business & Accounting Encyclopedia, revised edition, 1500 pages, ¾ Morocco, f. o. b. Detroit	$25.00	$13.60
146—Factory Management, C. B. Cook, ½ leather	3.00	1.30
23—Improved Balance System of Cost Accounting, A-F, ½ leather	5.00	1.90
21—Improved Balance System of Cost Accounting, 1-16, ½ leather	5.00	1.90
8—International Accountants' Manual, ¾ Morocco	3.00	1.70
18—Commercial Law Simplified, C. C. Simons, law canvas	5.00	2.30
9—Abolition of Trial Balance, ½ leather	2.00	1.10
130—Household Account Books, paper	1.00	.20
145—Fifty Rules for Locating Errors in Trial Balances, paper	.50	.15
21—Suspense Ledgers, cloth	1.50	.68
88—Art of Business Getting, paper	.50	.15
110—Psychological Salesmanship, paper	.50	.15
16—Accounting System for Wholesale Groceries and Hardware	1.00	.25
63—Hints to Stenographers	.50	.15
19—Factory Manager	.50	.15
4—Engineers' Estimates, Costs and Accounts, cloth	4.80	2.80
18—1 volume—4th edition American Business and Accounting Encyclopedia	12.00	4.00
60—Daily Cash Balance	1.00	.55

These Books will last but a short while, so order now if you want any of them. Cash with order.

The Business Man's Publishing Company :: DETROIT MICHIGAN

Getting A Correct Inventory

By J. B. Cook, C. P. A.

FEW things in the office may be of greater value and, under some circumstances, few things are actually of less value, than the inventory. More than a mere sum total of money value, a good inventory should inform the general manager of the quantities and kinds of merchandise, so grouped or classified as to give an adequate idea of the sufficiency and general condition of the stock. Consider for instance, an inventory taken at random spare time, or one taken of a poorly arranged stock, with no classification of goods, or one in which the classification cannot be made to correspond with the ledger accounts which it was intended to check up. I mean a real physical inventory, not what is sometimes erroneously called one—simply a transcript of property or stock records.

The actual taking of the inventory of current merchandise consists of three or four fairly distinct steps.

(1) Counting and listing the goods; (2) Pricing; (3) Extending and footing; (4) Summarizing and inspecting.

At the very start, the manager should have confidence in the honesty and accuracy of the men who take it, and should know that it is taken in the proper way. The men should not be directly or indirectly interested in making a showing. They should work in pairs. One good clerk, and one who can handle goods, work together to good advantage. If one man makes an error one time out of ten, two persons working together will not, mathematically speaking, let such a mistake slip through oftener than one time in a hundred.

Care should be exercised in recopying inventories on the typewriter. This is done very commonly, and the result is, of course, a neat appearing inventory. But errors of quantity or description are so easily made that in every case the typed copy, which is likely to be mostly figures and abbreviations, should be carefully compared with the original inventory, to prevent errors of importance from slipping through.

The second step in inventory taking is the pricing. Volumes have been printed-spoken-argued about the correct basis for pricing. And the subject is still open to discussion.

Accountants for large firms having developed cost systems use the cost price alone, and say that if you are going to keep a stock record and show values, you must adhere uniformly to cost price. On the other hand the advocate of market prices—for brevity's sake let him be the outsider, say, a Banker—cares not a whit about the cost of the merchandise. He does not care really whether you have a cost system or not. What he wants to know is—what is the value of the assets today. Where the product is a standard competing commodity, saleable perhaps at various stages of manufacture, quoted on a daily market, the market price basis has been used even in connection with a cost system—profits or losses being taken on goods in various stages of manufacture, whenever market prices could be used in inventory.

Another related question refers to the valuation of goods in process of manufacture. It is not so debatable as the preceding query—but is nevertheless as important. Assuming that your manufacturing process involves considerable time, expensive machinery and much direct and indirect labor, the valuation of goods in process is a very important matter. Overhead as well as direct costs must be apportioned as asset value to get the true cost of goods in process as they stand at date of inventory.

The third step in inventory is extending and footing. Formerly this seemed to be the intolerable burden of bookkeepers and clerks, which required them to work nights, and holidays—and always when they had "plenty else to do." This, however, has been changed by the calculating machine, but there is a heavy penalty sometimes paid for cheaper labor and quicker work. Large errors instead of the small ones that formerly crept into inventories, are now more likely to occur. Errors in multiplying incorrect figures; miscopying original figures or machine results—for instance a misplaced decimal point. The result is an error, which is more extreme and must be detected by the fourth or finishing step, namely summarizing and inspecting.

By "summarizing and inspecting" the inventory, I mean, in addition to all that has previously been described, the general survey of the inventory as a whole, to see that there are no noteworthy omissions, or required adjustments of any sort. This is perhaps the most responsible work of all. It should be done only by one having a broad view of the entire situation, who is generally acquainted with the business as a whole. Of primary importance are the circumstances surrounding the taking of

the inventory. Goods in transit may have to be taken into consideration, or goods held elsewhere on consignment, or purchased and held awaiting instructions for direct shipment.

On the other hand, goods held on conconsignment for someone else, or say, a lot of goods partially received, but the invoice for which has not been entered on the books, may have slipped through in error although instructions given when the inventory was taken, should have provided against this. And finally—if it is any one's business to know whether the stock is in good shape, as to quantities, kinds or assortment—whether it "looks right," this is the general manager's opportunity. Suppose the cost of merchandise sold, as shown by the ledgers, does not show the proper gross profit, then there may be a "leak" somewhere—either an error in the inventory or else a real waste of some sort or possibly a misappropriation of goods somewhere—and this is the purpose of a good inventory to disclose. The one who examines it should have a perceptive mind that can recognize and investigate whatever inquiry seems to be called for.

Referring again to the extensions and footings there are a number of short cuts and approximations which should save three-fourths of the time that one would require to verify by "long hand" all the extensions. I must acknowledge here my indebtedness for much of the following, to a friend of mine, Mr. Charles H. Case, an expert in insurance rates. These few principles can be very commonly applied, and have withstood very severe tests in checking big inventories.

The literal formulas are given first for reference, but need not be memorized as you will find they are the same old "familiar friends" you learned in "first algebra." Learn to make them work for you now.

(a) Square $(a+b)=a^2+2ab+b^2$
(b) Square $(a-b)=a^2-2ab+b^2$
(c) $(a+b)$ times $(a-b)=a^2-b^2$
(d) $a^2=(a+b)\times(a-b)+b^2$ (same as (c)—transposed)
(e) $a\times b=a\times(b+c)-ac$ (see the application of this rule)
(f) $\frac{a}{1}\times\frac{1}{a}=1$, (or 10, 100, 10000, etc.—neglecting decimal point)
(The Reciprocal Rule.)

The following examples should be carefully examined, and applied to the formulas just mentioned. Then apply them to several examples of your own and you will soon learn the quick method. In the cases below, "b" is the last figure, and "a" the "tens" figure, etc.

(a) Square $83=(80+3)^2=6400+480+9=6889$.
Square $69=3600+1080+81=4761$.
Square $129=14400+2160+81=16641$.

(b) Square $69=(70-1)^2=4900+1-140=4761$.
Square $37=1600+9-240=1369$.
Square $148=22500+4-600=21904$.

(c) $61\times77=69^2-8^2=4761-64=4697$.

($77-61=16$ difference. $\frac{16}{2}=8$. $61+8=69$. $77-8=69$)

$59\times21=40^2-19^2=2500-361=2139$.
($59-19$; and $19+21$).
$865\times935=900^2-35^2=810000-1225=808775$.

This does not work to advantage where the difference itself is an odd number.

(d) Square $83=(80\times86)+3^2=6880+9=6889$.
Square $36=(32\times40)+4^2=1280+16=1296$.
Square $990=(980\times1000)+10^2=980100$.

Apply this rule to the square of numbers ending in ½ or 5.

Square $8\frac{1}{2}=(8\times9)+\frac{1}{2}^2=72\frac{1}{4}$.
Square $85=(80\times90)+5^2=7225$.
Square $25\frac{1}{2}=(25\times26)+\frac{1}{2}^2=650\frac{1}{4}$.

This rule is very simple—for the square of any number ending in ½, add the ½ to one factor and subtract ½ from the other and multiply these whole numbers, then plus ¼.

$1\frac{1}{2}^2=(1\times2)+\frac{1}{4}=2\frac{1}{4}$; $2\frac{1}{2}^2=(2\times3)+\frac{1}{4}=6\frac{1}{4}$; $3\frac{1}{2}^2=(3\times4)+\frac{1}{4}=12\frac{1}{4}$.

Carry this principle still further.

Square $98\frac{1}{2}=(97\times100)+1\frac{1}{2})^2=9702\frac{1}{4}$.

(e) $28\times96=(28\times100)-(28\times4)=2688$.
$64\times204=(64\times200)+(64\times4)=13056$.

$23678\times1997=(23678\times2000)-(23678\times3)=47{,}356{,}000-71{,}034=47{,}284{,}966$ Ans.

(f) $25\times87=\frac{87}{4}=2175$; $14\frac{2}{7}\times648=\frac{648}{7}=9257\frac{1}{7}$;

$125\times941=\frac{941}{8}=117625$.

(Be careful to point off correctly).

Reciprocals are one of the easiest and most useful short cuts. Every number has its reciprocal, which is one over the number which is taken as a denominator. Reciprocals multiplied together give a product of 1 (or say 10,100, etc.). The reciprocal of 3 is ⅓, or in a more general way 3⅓, or 33⅓. The following may be treated as reciprocals, 15 and 6⅔; 37½ and 2⅔; 375 and 2666⅔, etc. 4 and 25; 5 and 20; 6 and 16⅔; 7 and 14 2/7; 8 and 12½; 9 and 11 1/9; 12 and 8⅓; 13 and 6⅔; 14 and 7 2/7; 15 and 6⅔; 16 and 6⅓, etc.

The rule of reciprocals will help in division as well as multiplication. In dividing, if your divisor is harder to use than its reciprocal, multiply by the reciprocal and you will get the same result, or if your multiplier is harder to use than its reciprocal, divide by the reciprocal. Of course, the decimal point is a little different in the latter case; but the rule here for pointing off is easy—if the product of the reciprocals is one, no pointing off for this short cut; if 10, point off 1 place; 100, point off 2 places—pointing off figures or adding ciphers, as the case may require.

Some factors, of course, cannot be helped by short cuts, but if you will try random cases you will be surprised to find that there is generally some shorter way to work them—that is, in inventory computations. The reason for this is that generally one or more of the factors is not a large figure.

WHEN you buy a loose leaf ledger outfit you should give careful consideration to each of the three things which it comprises; the binder, the sheets and the index. In the **binder** you want a strong, service-giving device that will hold your sheets in perfect alignment, and afford ample capacity for the insertion of additional sheets as your business increases. In the **sheets** you want writing and erasing quality combined with flexibility which allows the sheets to break sharply at the hinge and makes the ledger flat opening. In the **index** you want the speediest possible reference to **all** accounts both in the current and transfer binders. You want a simple, practical and automatic system that will enable your bookkeeper to get his accounts posted quickly and accurately.

An Indestructible Binder

The De Luxe Binder has a formed steel case which is light, compact and unbreakable — a decided improvement over the brittle, easily broken aluminum cases formerly used. The mechanism is simple, yet strong and durable, gripping the sheets firmly, as in a vise, and holding them always in perfect alignment. The De Luxe is shown in the illustration with the new improved curved hinge which allows the covers to drop back on the desk without throwing the leaves into a curved position.

A Flat Opening Leaf

We have adopted for all our stock and special ledger sheets the new Flexo Linen Ledger paper, made by the celebrated Byron-Weston Mill. This paper is treated by a patented process as it is being made, and a flexible hinge is formed, which causes the sheets to lie perfectly flat in the binders. Carried in stock in seven forms of ruling and seventeen sizes.

A Rapid Indexing Method

Our Pubreco Fibreloid Index with Quick Reference Chart successfully accomplishes that long sought result—a practical, automatic self index. The tabs are celluloid, amalgamated to sheets of extra strong Weston's Ledger paper, the lettering is **under** the transparent celluloid and can never be defaced. You can't pull Pubreco Tabs off the sheet because the tab and the sheet are **one piece**. Pubreco Tabs are only one-third as thick as leather tabs, and you can carry 200 Pubreco division sheets in your ledger without bulking it at the tab edge.

Only Found in the De Luxe

These three distinctive features of the De Luxe Ledger Outfits give you a combination of unequalled durability, efficiency and convenience. They are not found in any other outfit. Ask for De Luxe, the perfect ledger Costs no more than the ordinary kind. Sold by stationers everywhere.

Send for Catalog We have a splendid catalog that is full of up-to-date loose leaf ideas and should be on the desk of every user of loose leaf goods. Write for it to-day.

C. S. & R. B. CO. 3021 Carroll Avenue Chicago, Illinois

We Ship On Approval

PREPAY FREIGHT AND ALLOW

30 Days Free Trial

The best "Nonskid" puncture-proof device on earth for automobiles and motorcycles.

Try Them At Our Expense

Be your own judge—don't take anyone's word for it. *"The proof of the pudding is in the eating."*

It Only Costs One Cent

to learn our unheard of prices and marvelous guarantee on "Brictson" Detachable Treads.

Write Today for Full Particulars

The Brictson Mfg. Co.
Brictson Building
BROOKINGS, S. D.

Educate Yourself in Book-keeping

Mr. Employer and Employee

TO one it means the knowledge to ably direct the business; to the other, opportunity and higher salary. My treatise is in pamphlet form, free from technicalities, a ready reference on any point on the subjects covered. Classifies accounts and gives the methods of handling financial records such as cash, sales, purchases, balance sheets, etc. Send one dollar and receive a copy. You will be more than pleased.

W. L. TAYLOR, Accountant and Auditor,
Third Ave. & Lock St. CINCINNATI, OHIO

Do Away with the Truss

New Appliance invented guaranteed to retain rupture comfortably at all times

SENT ON TRIAL

It is a well-known fact that while great improvements have been made in almost every conceivable thing to lessen the burdens of afflicted mankind everywhere, and to make the sufferer more comfortable, the undisputed fact still remains that ruptured men who are not only disqualified for work, but are also suffering untold misery and are at each moment in danger of death, have been absolutely compelled to wear the same old, ungainly, cumbersome, torturous trusses that their forefathers used in the Dark Ages.

The pad or device that is applied to the rupture is the all important feature of any mechanical arrangement for retaining rupture. Nearly all the trusses of today consist of a pad of wood, hard rubber, or felt attached to a band of steel or cloth with great pads on the back which necessarily press upon and often disease parts of the body that before were in a perfectly healthy condition.

C. E. BROOKS, the Inventor of the Rupture Appliance.

The Brooks Appliance is fitted with an AUTOMATIC AIR-CUSHION which follows every movement of the body, always covers the ruptured spot and is always where it should be to do the most good. The part of the cushion which comes in contact with the skin is soft, pliable gum rubber. It clings closely, so that irritation and slipping is impossible, and yet it is cool and comfortable because of the constant circulation of air through it. It is simple of construction, so there is nothing to get out of order—nothing that can break.

We are selling this Appliance under a positive guarantee of money refunded if not satisfactory. We do NOT guarantee to cure any more than any doctor will guarantee to cure his patient. We DO guarantee to furnish a perfect fitting Appliance, one that will give the wearer solid comfort and retain the protrusion at all times and under all circumstances.

The purchaser is the sole judge of the efficiency of the Appliance, and if for any reason whatever which does not have to be furnished us, it is returned, the price will be refunded in full. Thus you see it is sold strictly on its merits.

This Appliance is endorsed and adopted by thousands of physicians, and we can furnish references and recommendations in any county or city in the U. S. A. The United States War Department has purchased quantities of our Appliances for hospital use during the past eight years, and this fact alone stands out as greater proof of its efficiency than any argument we could advance.

Further information regarding the Appliance, rules for self measurements and catalogue sent Free in sealed envelope.

BROOKS APPLIANCE CO.
1532 State Street Marshall, Mich.

WAYS AND MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

Economy in Metal Guides

EVERY office man realizes the difficulty encountered in keeping the Record Files in good shape, particularly when the correspondence or Card Indexes are thumbed over every day until the guide cards become dog eared and illegible. The guide cards in a file box may not look like a large or important item. Heavy manila is quite commonly used, and is inexpensive, but for a very little more expense Metal Tip Guides can be secured, which are fastened to the press board and project above the guide card in the usual way. The rectangular aperture is cut so that the name slides may be slipped between the fold of the metal and appear at the aperture provided, thereby making the guides last much longer, and keeping them in neat and readable shape.

Even better results are obtained by the use of the All Metal guides, in which not only the tip, but the sheet itself is of thin but durable metal, and will endure approximately a life time. While they serve the ordinary purpose of an index to your files, they also support the correspondence—all pressure is relieved, and no sagging or tearing can occur. They keep your correspondence where you put it; no shuffling of folders can lose it; the paper, card or other record is obtainable at once, and altogether the slight additional cost is far more than overcome by the saving of time and trouble in locating the desired papers as well as in preventing their loss. The Metal Tips can be secured either with or without a celluloid strip, which absolutely prevents the name from being rubbed out, and as these names can be typewritten before inserting in the plate, the general appearance of the file is greatly improved over the old method of writing the names with pen and ink or pencil.

Co-operative Profit Sharing

THE EXAMPLE of a Commercial Institution in the recent distribution of $50,000 among their faithful employes is worthy of emulation. This concern recently called together their Executives, Department Heads, Superintendents, Chief Correspondents and other employes to the number of about 75, and after explaining that the great prosperity of the Company was largely due to the able assistance of those who came with them and loyally stood by them in their earlier days, the management desired to pass some of the prosperity around. The capitalization of the concern was increased, and $50,000 of the new stock was set aside to be distributed among the office force, managers and department heads, who had been working for wages for the concern for at least three years. The President explained that this was due first for merit; second for long term of service, and third as a recognition of the earning power of the 53 people to whom it was given. The owners of this Company are doubtless "Casting Bread upon the Waters" that will

return to them many fold in the future. It is a step in the right direction—Co-operative Profit Sharing.

A Window Sign Short-Cut

A SPECIALTY concern that maintains a window display department at its factory and ships a large number of window transparencies to dealers throughout the country, uses a plan that cuts the cost of such transparencies to a minimum.

The transparencies used by this concern are fitted into a pasteboard box and an electric light placed behind them, thus making the transparency stand out strongly.

To avoid the expense of having a large color half-tone made of each original picture and then have it printed in transparency form, this concern has their artist make his drawing on tracing paper. Thus, in order to obtain duplicates of the drawing, all that is necessary is to place the original drawing in a draftsman's printing frame, and with the aid of the sun or artificial light, print the drawing on white paper underneath. When the print has been washed and dried, it is returned to the artist, who colors it the same as the original drawing.

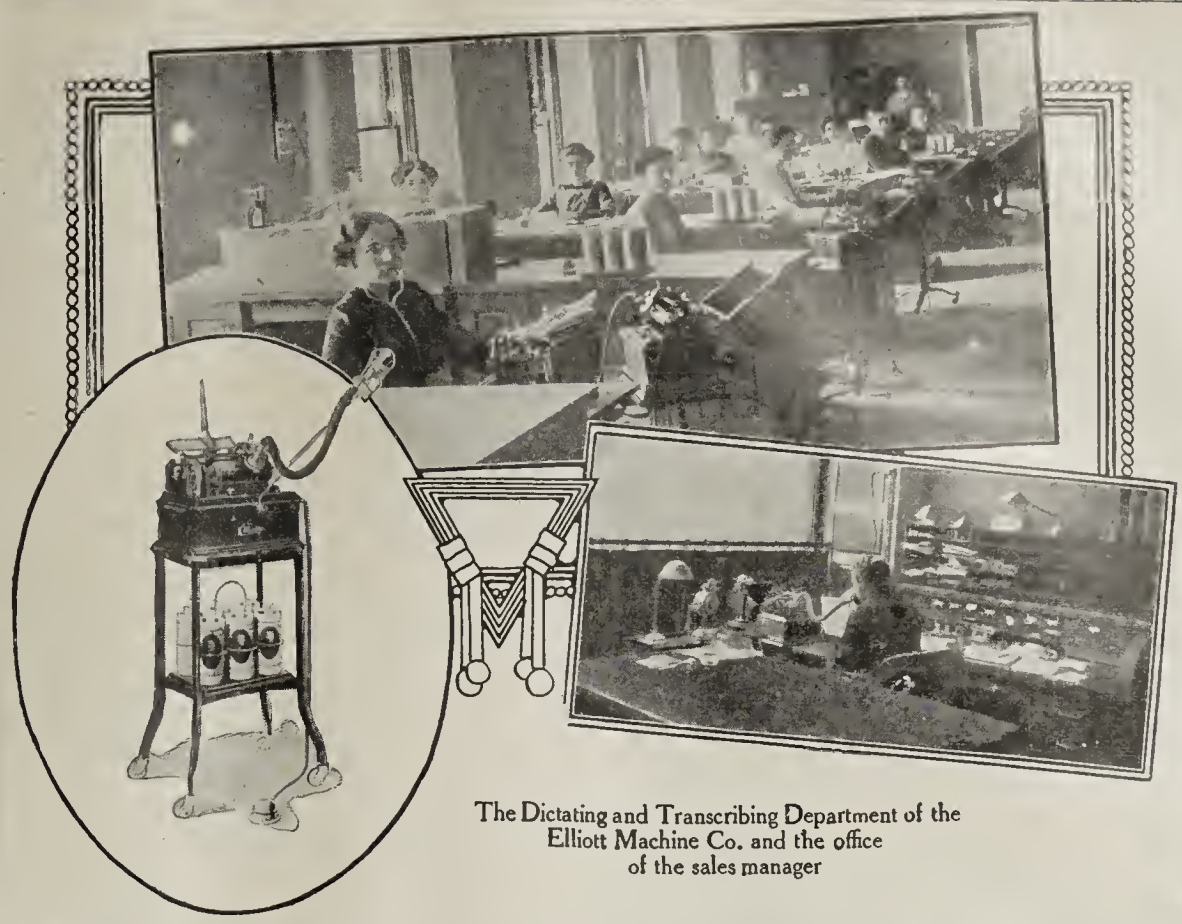
This method has two advantages—first, low cost; second, speed of operation. The window display department of this concern is noted for its quick action in issuing these transparency displays based on current events. The elimination of engraving work is responsible to a large extent for their speedy production.

Increasing Retail Sales

TO ATTRACT and hold customers to its store, a clothing concern in a middle west city conducts a unique competition. In each of its windows appears a 36" x 12" card, lettered to the effect that with each purchase will be given a numbered coupon. The person that turns in the greatest number of coupons of a certain serial number, by a given date, will receive a bank pass book with $100 entered to his credit. At the foot of the card appears an actual pass book duly entered up with $100; a large lettered hand points to this book, and a headline that reads: This $100 is yours; come in and get it.

This plan produced immediate business. The large show card dominates the attention of passers-by, and the apparent ease with which the $100 can be obtained induces them to buy at the store. Every man can always find use for collars, ties, socks, etc., and patronizes the store on the spur of the moment just to learn more about the competition. With each purchase the customer is given a form letter that explains the competition in detail. A thirty-day time limit is placed on each competition. At the expiration of one competition, another starts automatically.

The local bank in which the money is deposited obtains valuable advertising through the featuring of its name on the show card and in the form letters, and also automatically obtains a depositor at the termination of each competition; so an arrangement is made whereby the bank pays the store a liberal commission on the accounts so opened. The proprietor of this store states that this competition is one of the most effective business producers he has ever used, and that the sales of his store jumped



The Dictating and Transcribing Department of the Elliott Machine Co. and the office of the sales manager

"The Edison Dictating Machine is the greatest convenience that ever came into this office."

From a letter written to us by the Elliott Machine Co., Grand Rapids, Mich.

This was dictated to the Edison at 10:30 at night, and shows how with the Edison Dictating Machine, you are free to dictate when you please—nights, Sundays and holidays—and your letters are accurately typed the next day.

But convenience is only one advantage. The wonderful economy it effects in your office is more important still. When equipped with Edison Dictating Machines you never have to wait for a stenographer, you are never interrupted and you dictate as rapidly as you please. This saves about half your dictating time.

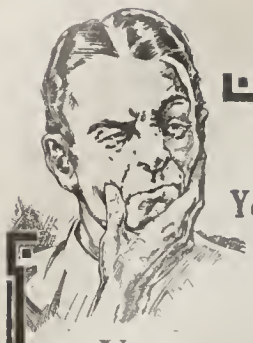
And your stenographers spend all their time typewriting, producing accurate letters faster and more easily because there are no shorthand notes to puzzle over.

The net result is a 50 per cent. decrease in the cost of your business correspondence.

The winner of the Edison Transcribing Contest at the National Business Show just held in New York wrote 947 words in 10 minutes from the Edison Dictating Machine. Write for "Champion" Circular.

Let Edison dealer in your locality demonstrate the Edison Dictating Machine in your own office on your own work. Our booklet, "The Goose, the Typewriter and the Wizard," will be sent free on request.

Thomas A. Edison, Inc., 202 Lakeside Avenue, Orange, N. J.



That "Awful Smart" Your Shaving Soap Did It

The free caustic found its way into the pores of your skin and that terrible smarting and drawing sensation resulted.

Use

MENNEN'S SHAVING CREAM

which contains no free caustic, and enjoy a *cool, comfortable shave.*

Mennen's Shaving Cream makes a lather which requires no *"rubbing in"* with the fingers to soften the beard. You *lather* and then you shave. *Saves time,* and does away with tender faces.

For sale everywhere 25c

Sample Tube Free
GERHARD MENNEN CO.
Newark, N. J.

Makers of the Celebrated Mennen' Toilet Powder

This Magazine is printed with Ink made by

H. D. Roosen Company

78-84 Twentieth Street, Brooklyn, New York

All Steel, Simple and Durable

HANDY BALING PRESS

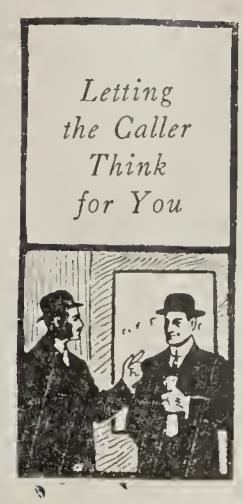
SIMPLEST—CHEAPEST—BEST

Bales Anything

PAPER LEATHER RUBBER
SCRAP METAL WIRE, ETC.

THE HANDY PRESS COMPANY
GRAND RAPIDS, MICH., U. S. A.

from the moment the placard was placed in his window.



"WHEN a man comes to your office—no matter what his mission—he is very apt to say something about your business and possibly let drop some valuable idea in course of conversation."

So said a well-known advertising manager. "From my callers," he continued, "I pick up a lot of useful suggestions in apparently casual conversation. But as I do not get a chance to talk with everyone, I recently evolved a plan that keeps me in touch with the thoughts of the bulk of callers at our office.

"In our reception room there are always to be found a number of men waiting to talk with various members of our firm. Many of these men are acquainted and start to talk among themselves about our business. I had our regular information clerk replaced by a girl who writes shorthand. Screened by the telephone switchboard she can hear the conversations and yet not be seen by the persons waiting. One of her duties is to jot down the gist of all conversations she hears which relate in any way to our business and to deliver them to me in typewritten form at the end of each day.

"Some of my most valuable ideas have emanated from this source. An entirely new angle in our trade journal advertising was suggested to me by the chance conversation of an engraving salesman with an advertising solicitor."

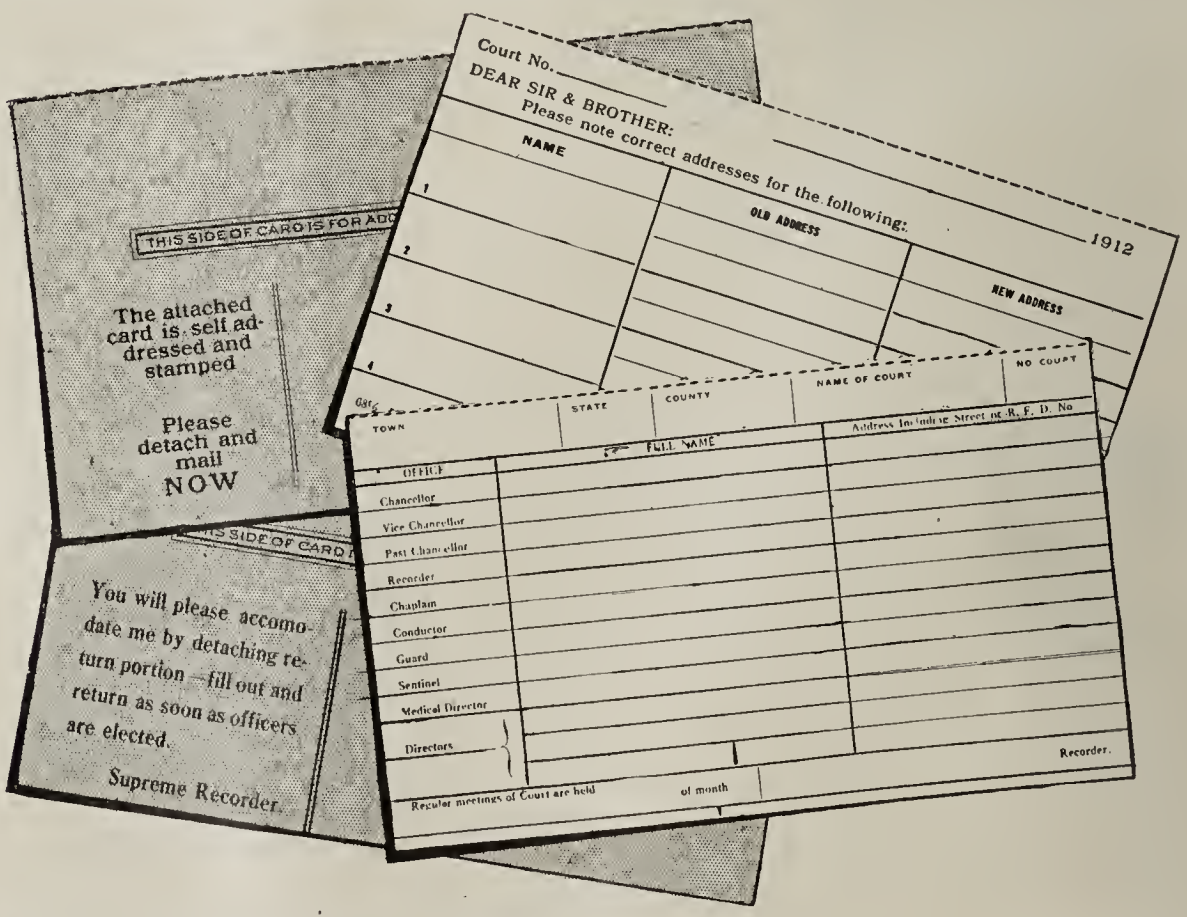
A SYSTEM that deals with eight and one-half million contracts and affects directly and otherwise, fifty million people, must of necessity have a highly perfected plan for carrying on its routine business. This is especially true where the business is almost entirely handled through correspondence and where every communication is valued by its power to draw a reply.

To those not equipped with a dictaphone or a corps of competent stenographers, and particularly to one not accustomed to the daily use of the pen, letter writing is a veritable hardship. It then follows that the one from whom the communication is desired must be relieved in every way possible, both as to expense and effort. This is a condition that confronts the managing officers of a Fraternal Beneficiary Society and the steps to accomplish the desired results are:

First. Self-addressed envelope.

Second. Self-addressed and stamped envelope.

Third. Self-addressed and stamped envelope with a form card or letter enclosed for reply.



Fourth. Double Government postal card, the reply portion being filled in as nearly as possible by the printer. Where the nature of the communication is such that the space is adequate to accommodate the subject matter of both inquiry and reply the latter is the most efficient and the forms illustrated have been found a great factor in reaching the highest efficiency in this department. One refers to the correction of local addresses and the other is used in reporting back the names of local officers elected.

The cost for material and printing is only nominal but it relieves the correspondent of all expense and requires only a few minutes of his time to complete the reply. The sender is also benefited through the reduction in trouble and cost of tracers.

Relieving an Overtaxed Delivery Service

A DEPARTMENT store found that its delivery system was much overtaxed. In order to avoid buying more delivery equipment, the general manager of this store sent to all his salespeople the following instruction: "When you sell an item that makes a package small enough to be carried by the purchaser, never ask, 'Will you have this sent?' But ask them, 'Do you wish to take this with you?'"

Customers will usually do what is directly suggested to them, and in this instance the subtle difference between these questions was sufficient to relieve the delivery congestion about twenty per cent.

Another, though perhaps less tactful plan, is to have the clerk say nothing and take it for granted that the customer will take the package with him unless he requests delivery.

Increasing the Telephone Order

IN ORDER to increase the size of telephone orders, a grocer in Ohio provides his cashier, who receives all telephone orders, with two lists of goods: one of staples usually needed; the other of "fresh arrivals." Then when a patron orders some little want by telephone, or for that matter, sends in a good sized order, the cashier tactfully mentions the fresh arrivals and often gets a big addition to the order—usually for fresh perishable goods. Again, if the customer, in answer to the question, "Anything else?" trys to think of other wants, the cashier's "staple list" of suggestions comes in handy.

This grocer maintains that these two lists constantly before his cashier have almost doubled the average size of his telephone orders.

Simplifying Subscription Records

A SOUTHERN publisher who runs a weekly paper as a side line, has a simple plan for handling subscription accounts that avoids a large amount of bookkeeping. Instead of entering a separate account for each subscriber and trying to keep them all "in balance," carbon copies of the statements rendered each month are filed in alphabetical order. As accounts are paid the carbon copies are simply removed and destroyed. When new statements are made out, all balances shown on statements left in the file are added and only the new statements are refiled.

At the end of the year all accounts are inventoried by merely totaling these statements, which amount is charged to a special ledger labeled "Subscription Accounts Receivable," and any increase or decrease in the amount at the end of the year in comparison with the inventory at the beginning of the year is credited or charged to their earnings account. Between the yearly inventory dates the total is carried as an asset on the books at the previous inventory value—close enough for all practical purposes.

Hospitality That Increased Profits

THE FACT that the railroad depot in one of our smaller towns was a very dingy and poorly kept place, with absolutely no accommodation for persons who were required to wait any length of time for their trains, increased profits for a man who kept a small cigar store and fruit stand near by.

He hung a sign out in front of his store, which read: "Here is the Depot which the Railroad Failed to Provide. Come in and wait for your train." He equipped his store with several comfortable chairs, and a table on which he kept the current literature. In cold weather, he kept a good, cheerful fire going. All these things combined to make the place very attractive; a place where

An Ideal Gift

YOUR POCKET UMBRELLA IS ALWAYS READY

It takes just three seconds to uncover and pull out to a perfect full size umbrella. Easily and quickly telescoped to a miniature umbrella only 15 in. long. Fits pocket, grip, suitcase or handbag, so that you always have protection without inconvenience. Costs no more than other good umbrellas and lasts longer. Sold on money-back guarantee. Ask your dealer. If you cannot secure one at once, write to factory, giving dealer's name and you will be promptly supplied. **Write At Once For Free Booklet and Price List.**

POCKET UMBRELLA CO., Dept. A-1 FINDLAY, Ohio

Distinctive Advertising Always Pays

A SAMPLE COMPLETE LEATHER COVER NAME IN GOLD 40 CTS.

Do you know of anything that can approach this little memo book in neatness and individuality?

Prove to yourself first, that it is the handiest little article you ever had occasion to use.

Send for a sample; we'll gladly refund your money if you are not perfectly satisfied.

If it shows you that it embraces all we claim for it, won't your customers be just as appreciative of its good points?

It will positively place your selling talk where it will be read and observed a good many times a day.

Also, by this method you are approaching a customer in a **pleasing, dignified** way.

We have a department here, that will offer advice free, on how to land those prospects who have heretofore proven unlandable.

WE CAN USE A LIVE REPRESENTATIVE IN SOME TERRITORY

A Card or a Letter Might Help You.

WINDISCH SALES CO.

39-45 West Congress DETROIT, MICH.

The Best TONIC

Horsford's Acid Phosphate is especially recommended for the restoration of energy and vitality, the relief of mental and nervous exhaustion, impaired digestion or appetite.

HORSFORD'S Acid Phosphate

(Non-Alcoholic)

Is a scientific and carefully prepared preparation of the phosphates, and has been found a most valuable general Tonic.

A teaspoonful added to a glass of cold water, with sugar, makes a delicious and wholesome beverage.

If your druggist can't supply you send 25 cents to RUMFORD CHEMICAL WORKS, Providence, R. I. for trial size bottle, postage paid.

PARKER'S HAIR BALSAM

Cleanses and beautifies the hair. Promotes a luxuriant growth. Never Fails to Restore Gray Hair to its Youthful Color. Prevents hair falling. 50c. and $1.00 at Druggists.

TYPEWRITERS

All makes. Lowest Prices. Big volume of business and cash terms enable us to undersel. Smiths, Remingtons, Underwoods, Olivers, etc. Fully Guaranteed. Write

YOUNG TYPEWRITER COMPANY
48 Ottowa Building, Chicago, Ill.

THE BRIGHTNESS OF EVERY HOME

made safe and sure with little work if 3-in-One is always used.

3-in-One oils everything from garret to cellar: Sewing machines, bicycles, guns, tools, hinges. Won't collect dirt or gum.

3-in-One cleans and polishes all fine furniture, veneered or varnished. Removes dust, soil and ordinary marks of time and wear. Also makes dusting easy and sanitary. Contains no acid; no unpleasant odor.

3-in-One keeps bright and prevents tarnish on spigots, faucets, metal soap dishes, towel racks and all other nickel fixtures or ornaments in bath room or kitchen. It prevents rust on all black iron surfaces, indoors or out, in any climate.

FREE--Write today for generous free sample and free 3-in-One Dictionary.

3-in-One is sold everywhere, 10c, 25c, and new 50c Economical Household Size.

3-IN-ONE OIL CO.
36 Broadway -:- NEW YORK

FOR LIBRARY SLIPS ONE IN EVERY PACKAGE

one could wait for his train and not have the minutes seem like hours.

Anybody taking advantage of this opportunity was under no obligation to buy, but he kept such a choice assortment of fruits and delicacies, besides a good stock of the best cigars, that ninety-nine persons out of every hundred would make a purchase before they left the store.

It was not long until his place became so well known to traveling men who made this town regularly, that they would take special pains to have a little chat and buy their cigars for the trip to the next town.

A "Burglar Brick" Show Window

A CHICAGO jeweler's store window was broken by thieves one night, a cloth-covered brick being used in breaking the glass. A few watches and other trinkets were taken, which the jeweler reported to the authorities, then he conceived the idea of making advertising capital out of the misfortune. He arranged his window, put the muffled brick on a pedestal and placed a poster beside it, reading: "This is the brick the burglars used in robbing my window. They didn't get much, anyway. I have lots of jewelry left. You are welcome to look my stock over. Everything at reasonable prices."

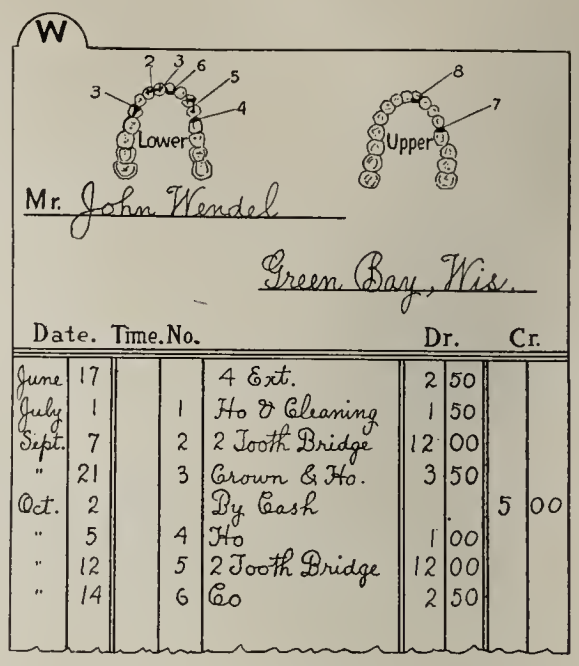
A large portion of the steady stream of pedestrians passing this window during business hours, paused to observe the "burglar brick." It was a unique way of catching the public eye, and its pulling power, according to the management of the store, was quite gratifying.

Keeping Tab on Dentistry

A DENTIST in a small western city uses a card system for keeping his accounts and keeping tab on the work done on patients' teeth.

An outline of a set of teeth, both upper and lower, is printed at the top of the card, under which is a place for the name and address of patient. The balance of the card is ruled in the usual way for date, time, number, item and debit and credit.

When an appointment is made with a patient, the name and address is entered on a card, if it is a new customer, and it is filed ahead for the day of appointment. As the work on the teeth goes forward it is marked off on the chart, numbered and a charge



W

Lower: 2 3 6 5 3 4

Upper: 8 7

Mr. John Wendel

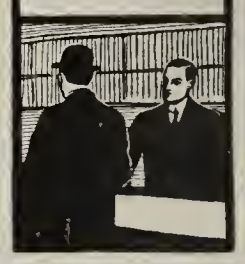
Green Bay, Wis.

Date.		Time.	No.		Dr.		Cr.	
June	17			4 Ext.	2	50		
July	1		1	Ho & Cleaning	1	50		
Sept.	7		2	2 Tooth Bridge	12	00		
"	21		3	Crown & Ho.	3	50		
Oct.	2			By Cash			5	00
"	5		4	Ho	1	00		
"	12		5	2 Tooth Bridge	12	00		
"	14		6	Co	2	50		

made below, giving date, hours, chart number, item and price. It is then filed in the regular card ledger file.

If at any time a question arises as to the amount of work done or the price, the dentist has a complete record to show. Bridge work is generally marked with an X on each tooth bridged and the whole bridge connected by a straight or curved line.

Suggesting Little Schemes



"MY EXPERIENCE is," said a drummer recently, "that there is more business lost by small mistakes than is won by extreme cleverness. For instance, when I first started out with my grip I got into the habit of enlightening my customers too freely and pointedly in regard to what was being done in the big cities. At first I was careful to convey the information incidentally and with extra geniality of manner which covered up any implied suggestion of the "hayseed," but later I got less careful and made comparison with the up-to-date city trader a regular argument for trying to extract orders from the less progressive small town man. Then, one day, a small retailer stopped my reasoning with, "Well, I don't care what the big town buyers do—tell me something that will wise me as to what to do in *my circumstances.*" This rather opened my eyes, but it set me off on a different and more profitable track. Since then I have dropped the old line of argument for trying to extract orders by holding up city methods and city styles. Instead I watch for all the smart schemes that I run up against in other stores and where I think they will fit in with a customer's business I drop a casual hint of "something I am sure will get the business if worked right." There are very few re-

tailers who will not be ready to listen to a likely stunt or timely suggestion, and when outlining them I always appear as though endeavoring to impart some knowledge that *might* be tried at the retailer's discretion. This method arouses the retailer's interest and usually holds it. Should any suggestions of mine be profitably carried out, as they have in scores of cases, I am sure of another solid customer on my list. In a few instances where retailers have tried out schemes that I have suggested, and I am too far away to drop in for a few weeks, I further my cause by writing the retailer a personal letter inquiring what success is attending his new stunt. Will he let me know by mail as I can't make his town for a few weeks and am anxious to hear about his success." Does it pay? Well, I received nearly a couple of hundred Xmas cards from customers last year, so I guess I have made some pretty good friends."

Perpetual Inventory Forms For *the* Milling Business

By W. L. Leonard

IN a flour mill at Walla Walla, Wash., where this system has been most successfully operating for several months all purchases of raw material such as Blue Stem, Club, Turkey Red and other varieties of wheat, also barley, oats, etc., are delivered direct to a warehouse which may be considered a part of or adjoining the mill building proper. The sheets are carried in a loose leaf spring or post binder and a separate sheet is used for each class of raw material, their place being indicated by index tags.

In the proforma sheet shown, it is assumed that on taking inventory on July 20th, there was on hand of Blue Stem wheat, 2,400 sacks or 5,200 bushels, of which the average cost was 85 cents. On July 22 there was purchased 460 sacks or 1,000 bushels at 83 cents, amounting to $830. The average cost is ascertained by dividing the total cost by the total bushels received in warehouse. Deliveries from warehouse are recorded in red ink, the amount carried out as shown and deductions made from the balance and value columns, which show at all times the quantity and value of each kind of stock on hand. Entries are made on this sheet from a purchase record in which each lot bought is given a number and the name of the seller may be shown in the remarks column for convenience.

For the purpose of keeping in touch with the stock of finished products on hand at all times, form No. 2 is used, additions to stock being shown in black ink and deliveries in red. A separate sheet is used for each of the products. If cost accounting is followed and it is desired to have the same information as contained in sheet No. 1, that form can easily be changed to meet the requirements.

"Satisfaction" Flour

1917 DATE	Sacks INV.	BAL.	INV.	BAL.	INV.	BAL.	INV.	BAL.	INV.	BAL.	INV.	BAL.	INV.	BAL.	INV.	BAL.
July 20	750															
21	100	850														
"	75	775														
"	10	800														

Blue Stem Wheat

DATE 1912		RECEIVED AND ISSUED Sax	Bushels	Cost ¢	Amount $		Avge Cost ¢	Amount		BALANCE Sax	Bushles	Value		Pur No.	Remarks
July	20	2400	5200	85	4420	-	85			2400	5200	4420	-		Inventory
	22	460	1000	83	830	-	84.68			3060	6200	5250	-	1	Reser
	"	230	500				84.68	423	40	2830	5700	4826	60		To Mill
	"	322	700	85	598		84.75			3152	6400	5424	60	2	Hoffman
	23	1000	2400	80	1920		83.46			4242	8800	7344	60	3	Abbott

How we made good with an advertising manager

"The Sales Manager isn't satisfied with the results of the 50,000 letters recently sent out," wailed the advertising manager of a big concern, "can you help me?"

Did we help him?

We wrote the copy—every word was a wallop—and our letter department handled the multi-typewriting, filling in and addressing. The result was 20% more new business placed on the books of that concern.

Let us figure

on your next advertising campaign, whether it is merely multi-typewriting 1,000 form letters or doping out a 500,000 piece direct-by-mail selling campaign of Folders, Letters, and Advertising Specialties.

Lists—Circular Letters—Addressing
(50,000 daily Capacity).
DIRECT-BY-MAIL ADVERTISING.
We send work to any part of the world.

SIGGINS & BOWLES
68-72 Griswold Street DETROIT

THE Tengwall FILE
REG. US. PAT. OFF.

Look for Trade Mark on the Label

We manufacture Loose Leaf Accounting Forms, Binders, Files, Ledgers and Price Books.

2958 Sheffield Ave. CHICAGO

The Tengwall Company of Illinois
26 Thames St. NEW YORK

A Tip on Guide Cards

Never crack, fray or curl, always fresh and clean and outlast six or more ordinary un-reinforced guides.

Saves expense and annoyance of replaeing broken and worn out guides

Regular sizes earried in stock; special sizes to order.

Write for Samples and Prices

Standard Index Card Company
Dept. B. 707 Arch Street
Philadelphia, Pa.

IS YOUR LIFE WORTH 50¢

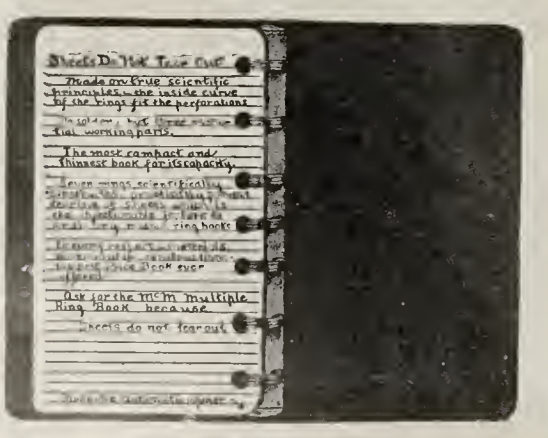
Do You Know

that Every three minutes someone in the United States dies of tuberculosis.
that Prevention is the only real cure.
that 50 per cent. of the smokers put the cigars in their mouths before cutting the end.
that The public cigar cutter is therefore alive with germs of all descriptions from the men who preceded you, and it is never cleaned inwardly. There lurks the danger. Avoid Infection by using your own **Cigar Cutter.**

We have perfected the best and handiest Cigar Cutter ever sold. It is neat, fits your vest pocket, cuts a diagonal cut, which prevents the cigar from unwrapping—guaranteed forever. Send us 50c today, and we will send you one of these cutters. It may be the means of saving your life.

UNION SALES COMPANY
Union Building Newark, N. J.

Mc M Multiple Ring Book



Sheets Do Not Tear Out

Seven rings scientifically made. Automatic openers for rings. 1-8 inch thinner than other books. Costs no more than the old kind.

OVER 350 STOCK SIZES AND BINDINGS

Does a book which corrects the trouble you have had—SHEETS TEARING OUT—appeal to you? Demand this book at your stationer or mail your inquiry to us.

McMILLAN BOOK CO. SYRACUSE, N. Y.

C.P.A. QUESTIONS *and* ANSWERS

By R. J. Bennett, C. P. A.

(From Final Examination of the Manitoba Institute of Chartered Accountants.)
May 1912.

THOMAS JONES and William Thompson are trading in partnership as wholesale grocery merchants, sharing profits equally. On January 1st, 1912, their balance sheet is as follows:

ASSETS

Stock in trade	$27,245.00
Furniture	2,752.00
Debtors	37,625.00
Cash	752.00
Goodwill	5,000.00
	$73,374.00

LIABILITIES

Bank of B. N. A.	$10,000.00
Creditors	27,528.00
Jones	25,243.00
Thompson	10,603.00
	$73,374.00

An agreement is made to amalgamate with Joseph Smith and George Brown, also trading in partnership, and sharing profits respectively 2/3 and 1/3. Their balance sheet as on January 1st is as below:

ASSETS

Stock in trade	$35,424.00
Furniture	3,840.00
Debtors	42,741.00
Bank of Toronto	3,415.00
	$85,420.00

LIABILITIES

Creditors	$35,818.00
Smith	22,176.00
Brown	27,426.00
	$85,420.00

A company is formed to take over the business, under the name of Smith, Jones & Company, Limited, with authorized capital $200,000.00, divided into 2,000 common shares of $100.00 each. George Wilkins, John Lister and Robert Ryder subscribe for 20 shares each, for which they pay cash.

The Jones and Thompson business is taken over at book figures, except that goodwill is raised to $10,000.00 and $1,000.00 is set up as a reserve for doubtful debts. The Smith and Brown business is taken as shown, with an addition of $15,000.00 for goodwill and $1,500.00 reserve for doubtful debts. The partners in the two businesses are to take shares for their interests, making up an even amount by paying cash if required. All cash is deposited in the Bank of British North America.

Show by means of journal entries the various transactions incident to taking over the businesses and allotment of shares, giving the number of shares allotted each party, and make out the balance sheet of Smith, Jones & Company, Ltd.

Comments on the Problem

THIS QUESTION is one of six given on Paper 1 of the Final Examination of the Manitoba and Alberta Chartered Accountants, all of which were to be completed in three and one-half hours. A second paper was given on general problems and cost accounts, and it also contained six questions and had to be worked in the same time limit. While none of the problems seemed hard, yet they were comprehensive and covered the ground quite satisfactorily when we consider the limited time in which they were to be completed. The question selected for illustration is by no means the hardest of those given on the examination, yet it contains enough interesting matter to justify its use. Two different firms are to amalgamate and become incorporated under the name of Smith, Jones & Company, Limited, with an authorized capital of $200,000. In Canada, the word "Limited" is required to form a part of the corporate name. It will be noticed that the new corporate name contains also the word "Company," but this is not a necessity. The name could have been Smith & Jones, Limited, had they so desired. The bookkeeping entries are asked for but in making them there are no specially difficult points involved. I therefore have given them below in the order in which they would appear on the Journal of the new corporation. We are asked for the Journal entries illustrating the transition, which I take to mean the entries required on the books of the corporation; but it is obvious that adjusting and closing entries are also necessary on the books of each firm at the time of sale to the company.

The capital of each firm is increased by the consideration of goodwill and then lessened by an allowance for doubtful debts. Since the problem states just how the partners are to divide profits, we are safe in

assuming that the goodwill is to be apportioned in like manner, also the deduction for doubtful debts. This reasoning does not hold true in every case, however, because goodwill is more of a capital increase than an increase of profits and, therefore, might be divided in proportion to the partners' investments. Of course, in the present case, and even in any case where the capital of the proprietors is constantly changing because of added profits and deductions for withdrawals, the capital cannot easily be taken as a basis for apportioning the goodwill or even the profits. It will be seen that the capital of the proprietors, after making adjustments, stands as follows: Jones, $27,243; Thompson, $12,603; making a total of $39,846. Smith, $31,176; Brown, $31,926; making a total of $63,102. Each of the partners is to be charged with even shares of stock in the new company and therefore will be required to make a cash payment to equalize his credit. Capital adjustments are as follows:

ADJUSTMENT OF CAPITAL ACCOUNTS

Jones & Thompson

Jones' net capital	$25,243.00		
Add ½ goodwill..	2,500.00		
		$27,743.00	
Less ½ reserve for doubtful debts		500.00	
Present net capital....			$27,243.00
Thompson's net capital	$10,603.00		
Add ½ goodwill..	2,500.00		
		$13,103.00	
Less ½ reserve for doubtful debts		500.00	
Present net capital....			12,603.00
Net capital of firm			$39,846.00

Smith & Brown

Smith's net capital	$22,176.00		
Add ⅔ goodwill..	10,000.00		
		$32,176.00	
Less ⅔ reserve for doubtful debts		1,000.00	
Present net capital....			$31,176.00
Brown's net capital	$27,426.00		
Add ⅓ goodwill..	5,000.00		
		$32,426.00	
Less ⅓ reserve for doubtful debts		500.00	
Present net capital.....			31,926.00
Net capital of firm			$63,102.00

Equalizing Subscription Payments

By Jones	$ 57.00
By Thompson	97.00
By Smith	24.00
By Brown	74.00
Total	$252.00

All cash is to be deposited in the Bank of British North America thus necessitating a withdrawal from the Bank of Toronto and the deposit of all cash on hand. The

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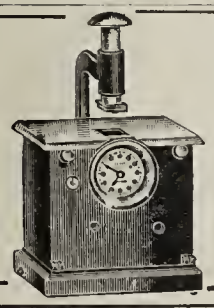

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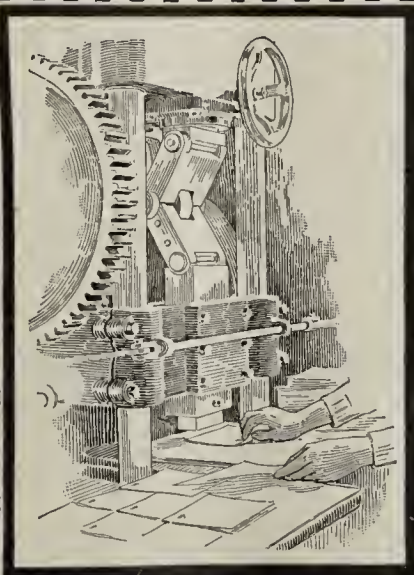

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50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
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bank balance after incorporation amounts to $10,419.00. This is more than enough to pay the loan of $10,000 owing to the Bank of British North America, but it is a question as to whether or not the loan should be liquidated at this time. Undoubtedly expenses of incorporation will have to be paid, and if the loan were paid off at the same time the funds would be reduced below the amount necessary for general business requirements. It is true of course that a new loan could be made, but in any case it is probable that one or two of the directors would have to become responsible as indorsers. The note now held by the bank is no doubt indorsed by both Jones and Thompson. The reserve for bad debts should be shown as a credit in the ledger account though deducted from the accounts receivable on the Balance Sheet itself.

The entries given herewith show the various steps so clearly that additional comments are unnecessary. Instead of bringing the accounts of each firm onto the corporation books separately as shown, the amounts could have been amalgamated into one journal entry. It will be noted that I have opened an account for Unissued Stock though on the Balance Sheet it is shown as a deduction from the authorized capital.

In addition to the work required on the problem itself, there are other steps necessary in the incorporation of a going concern or of two or more going concerns such as illustrated in this example. The interested parties usually enter into a preliminary agreement to incorporate and to amalgamate their interests. This agreement generally specifies the conditions under which they are to combine their interests as well as the status of each partner after incorporation. After interesting sufficient outside capital and securing the required number of incorporators (five are required in Canada), application for Letters Patent is made to the Provincial Secretary. When this is received the organization meeting is held at which time each of the old firms offers to exchange entire assets and liabilities for an equivalent amount of the capital stock of the new company, which amount has already been subscribed for by the partners themselves. The proposition is usually accepted by the stockholders and then referred to the board of directors to be carried out. At the first meeting of the directors, the property is accepted and the required amount of capital stock issued in exchange therefor. All personal property must be transferred to the new company by bill of sale, and of course all negotiable paper must be indorsed. Non-negotiable instruments, including insurance policies, contracts, etc., are transferred by assignment, and attention must, of course, be given all other necessary legal requirements. In the incorporation of a company, it is always advisable to have the advice of a competent attorney in order that everything may be done in order and according to law. The various steps in the incorporation of a partnership were given in one of my former contributions to this magazine.

Answer to Question

Journal Entries

On Books of the Corporation
Jan. 1, 1912

(1) Unissued Stock...$200,000.00
To Capital Stock.....$200,000.00
For incorporation of Smith, Jones & Company, Limited, with an authorized capital of $200,000, being 2,000 shares of $100 each, organized to take over as going concerns the business, assets and liabilities of Jones & Thompson and of Smith & Brown.

(2)

Jones	273 shares	$27,300.00
Thompson .	127 shares	12,700.00
Smith	312 shares	31,200.00
Brown . . .	320 shares	32,000.00
Geo. Wilkins	20 shares	2,000.00
John Lister .	20 shares	2,000.00
Robert Ryder	20 shares	2,000.00

To Unissued Stock.....$109,200.00
The above named persons have subscribed for the number of shares of the capital stock of the company set opposite their respective names, per subscription list and articles of incorporation. To be paid for at once as shown below:

(3) Cash $6,000.00
To George Wilkins $2,000.00
To John Lister 2,000.00
To Robert Ryder 2,000.00
For payment of subscriptions to stock of the company.

The accounts are arranged in the following journal entries in the order in which they shall be placed in the ledger. Instead of opening accounts for the partners, the net capital as shown below could have been credited to Jones and Thompson. In that case the subscription to stock, as shown above, would be changed from the individual names to the firm name of Smith and Brown.

(4) Cash .....$ 752.00
Debtors 37,625.00
Stock in Trade..... 27,245.00
Furniture 2,752.00
Goodwill 10,000.00
To Bank of B. N. A.....$10,000.00
To Creditors 27,528.00
To Reserve for doubtful debts. 1,000.00
To Jones 27,243.00
To Thompson 12,603.00

For the assets and liabilities of Jones and Thompson taken over this day in payment of subscriptions to stock, per agreement and per resolution of stockholders:

(5) Cash .....$ 3,415.00
Debtors 42,741.00
Stock in Trade..... 35,424.00
Furniture 3,840.00
Goodwill 15,000.00
To Creditors $35,818.00
To Reserve for doubtful debts. 1,500.00
To Smith 31,176.00
To Brown 31,926.00

For the assets and liabilities of Smith and Brown taken over in payment of stock subscriptions, per resolutions of the stockholders and board of directors:

(6) Cash $252.00
To Jones $57.00
To Thompson 97.00
To Smith 24.00
To Brown 74.00

For payment of balances due on subscriptions to stock, being the amounts required in excess of the net assets turned over by the old firms.

On Books of Old Firms

The entries already given will open the books of the new company, and of course adjusting and closing entries are required on the books of each firm. We give as follows the entries on the books of Jones & Thompson. The entries for Smith & Brown would be practically the same.

January 1, 1912

(7) Goodwill $5,000.00
To Reserve for doubtful debts..$1,000.00
To Jones 2,000.00
To Thompson 2,000.00

Agreement has been entered into this day to sell and transfer to the newly incorporated Smith, Jones & Company, Limited, the entire business, assets, liabilities, goodwill, etc., of this firm for the sum of $39,846, to be paid in the shares of the new company. The shares are to be taken and apportioned in accordance with the capital of each partner after making an increase of $5,000 for goodwill and an allowance of $1,000 as a reserve for bad debts.

The above entry is for adjustment.

(8) Smith, Jones & Co., Ltd.$39,846.00
Bank of B. N. A..... 1,000.00
Creditors 27,528.00
Reserve for doubtful debts 1,000.00
To Stock in Trade.....$27,245.00
To Furniture 2,752.00
To Debtors 37,625.00
To Cash 752.00
To Goodwill 10,000.00

For all the assets and liabilities of the firm turned over to Smith, Jones & Co., Ltd., in payment for 400 shares of stock, per agreement:

(9) Jones $27,243.00
Thompson 12,603.00
To Smith, Jones & Co., Ltd...$39,846.00

To close out the capital accounts upon receipt of stock of the new company:
Shares delivered to Jones..... 273
Shares delivered to Thompson..... 127

Cash was paid out of private funds for balance due on subscriptions to pay for even shares, by Jones, $57, and by Thompson $97.

Balance Sheet

Smith, Jones & Company, Limited, At Date of Incorporation, May 1, 1912

ASSETS:

Deposit in Bank of B. N .A.....$10,419.00
Debtors $80,366.00
Less reserve for doubtful debts 2,500.00
77,866.00
Stock in Trade 62,669.00
Furniture 6,592.00
Goodwill 25,000.00
$182,546.00

LIABILITIES:

Bank Loan B. N. A.....$ 10,000.00
Creditors 63,346.00
Capital Stock—
Authorized $200,000.00
Unsubscribed 90,800.00
109,200.00
$182,546.00

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Title to Personal Property Passes.
A Mechanic's Lien Should be Filed.

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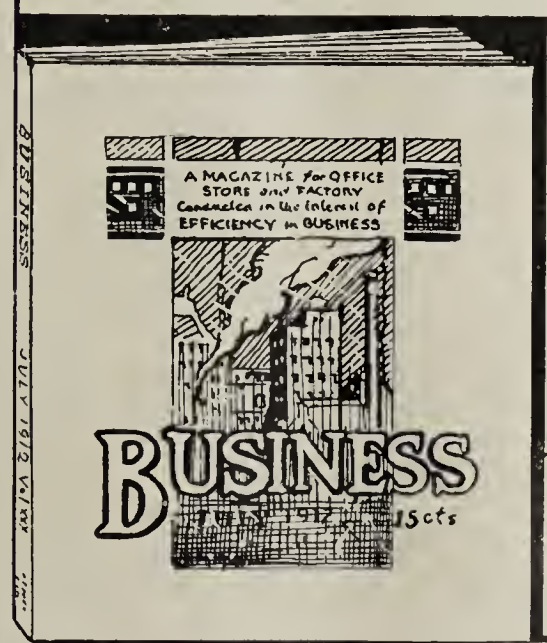

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The Canyon or the Prairie

(Continued from Page 13).

That ground me pretty close, but the work made me forget it. I was among the machines I was so interested in; saw their insides, down to the smallest details, and, by them, the course lessons were illustrated in a way that stamped the slightest theory into my brain. There was six months of that, and then I got a raise—Honest! without asking for it!—to ten dollars. In another six months I had finished my study course and at once celebrated my graduation by going to Mr. Darragh, the chief of the engineering department, and, telling him my whole story, asked for a chance in his department.

He was a fine grizzly-grey man who had erected great electrical plants in South America, Africa and Australia. He had a way of looking you squarely in the eyes while you were speaking without one blink of his own for two or three minutes. Under that the man who told him anything but the plain unvarnished truth made a big mistake. I told him my simple, straight yarn.

"I'd as leave have a young fellow who's been through a correspondence course as a college man," he said. "The man who digs out his knowledge by night study, and all that that means, shows *sand;* and sand's the net big thing after the technical knowledge. Now, I can't put you on at once, or perhaps for some time. Our force is full, with two promises out. But you shall have the third chance."

I suppose he saw the look of keen disappointment which must have come to my face as I started to leave his office. He stopped me, and for a few moments changed his scrutinizing gaze at me to the window, looking at it, but not through it. Then turning to his desk, he wrote a name and address on a slip of paper and handed it to me.

"Write to that man, Reddale. We've recently put a lot of apparatus in there and they're using several assistant engineers. Write him exactly as you've talked to me.

"JOHN H. RUTHERFORD,
"Manager Copper Mines,
"Bingham, Utah."

As I thanked him, Mr. Darragh warned: "Do not mention my name in this, Reddale. I'm not supposed to help good men get away from the plant. The Lord knows that there are times when we're pretty short of them ourselves."

Gee! How my spirits went up. I'd read of that gigantic plant in the Oquirrh Mountains—the biggest smelter, the biggest concentrating plant and the greatest mining operations under one management in the country. The answer to my letter gave me no definite engagement; simply said that they had an opening, and that if I cared to come on and have a personal interview with the manager, we might reach an understanding.

Uncertain as that was, I borrowed a hundred dollars for expenses and went. Mr. Rutherford greeted me with a good smile and a handshake. Look at that! I'd been with the old company for six years, and never exchanged one word with the manager or had one nod from him.

Mr. Rutherford said the job he offered was a subordinate one. They used electric drive in their plants and had a great many of our motors. If I cared to look after their adjustment, as well as engineering work where I could assist, I could go on.

"We'll pay seventy-five dollars a month," he said. "It isn't big, but we want to know what we're getting when we buy help as well as when we buy machines."

Of course, I jumped into it, and I quickly saw that my experience in the assembling shop was what got me my job. I understood motors thoroughly, and my third pay-check read $100 instead of $75. When I thanked the manager for that he smiled: "That's all right, Reddale. You've delivered the goods or those figures wouldn't have been changed. And I'll say this to you—that there's more money where that comes from if you can dig up more goods of the same brand."

"I'll sink another prospect hole, Mr. Rutherford," I laughed, "and see what pans out."

My prospect hole was another Study Course; Mining Engineering. I saw that, although I was well posted on electric equipment, I'd do better work if I understood the conditions which that equipment had to meet. And I had plenty of time. Bingham and Garfield are not social centers; they are great mining camps. There was a club composed of the engineers and overseers, which I joined, and some of those men were married and made me a welcome visitor at their homes. But I had many evenings and I used them.

Two years passed, every day filled with work I enjoyed and bringing experiences which made every succeeding difficulty easy to surmount. One hundred and fifty dollars was the figure now on my salary check, and there was more in sight. One day I was called to the manager's office.

"Reddale," he grinned, "I'm afraid we'll have to dispense with your services!"

That didn't scare me, for I saw instantly that there was a lead somewhere. He went on:

"Buckley, the manager of our Lone Horse mines in Nevada, wants an assistant, an all round useful man, and we've decided that you'll do if you care to take it. The salary will be twenty-five hundred; and I'll tell you that there'll be big developments there before long. If you can meet those developments you'll—well—you'll develop with them."

So I went up to the Lone Horse. It was a small project compared with Bingham. The manager was the only engineer until I arrived, and at first he didn't seem especially glad to see me. I soon found that he would rather have picked his own assistant; but he had to take what the big company shipped him, and that was me.

But in three months we were excellent friends. Then he got mixed up with a premature blast, and we took him home with a smashed leg and some internal injuries. That made me chief executive under his orders. Every evening I spent with him, reporting work and getting his instructions. Two months later he was ordered out of the mountains and to the coast. He was almost a wreck, and he went to San Diego, while I was told, from headquarters, to keep things moving as well as I could until they sent out a new chief.

A little later I was called back to Bingham—was told that a new smelter was to be built at the Lone Horse, that I was appointed manager at four thousand per and was to go East at once to buy the necessary equipment. One of the manufacturing companies I had to call on was my old company, and, of course, I visited the old office. There were some new machines there in steel and brass, and most of the old machines in flesh and blood. I asked Hiller, the forty-year—no—the forty-four-year-old time-card checker, how he was prospering. He grinned a grin in which one might detect some trace of hope, but none of ambition. "It's the same old prosper, Reddale! The same old work, and the same old pay. Fourteen per! You were in great luck to get out of it. Some fellows are just born to luck."

A retort sprang to my lips, but I held it in. It was neither the time nor the place to make the explanations that retort would require.

"But it forcibly recalled the book given me by Cullinan and William Cobbett's own account of his struggle to acquire the education which enabled him to become a distinguished journalist and member of Parliament.

"If under such circumstances," he said, "I could get education and fight my way into better life and better conditions, is there, can there be, in the whole world, a young man, sound in mind and body, to find an excuse for the non-performance?"

A Business Man

After examining Elliott-Fisher, The Bookkeeping Machine, in our Philadelphia Office, asked for the names of some concerns who were using The Bookkeeping Machine.

The next day this business man was in New York, and about 4 p. m. he called on one of the firms, whose name had been given him, and asked how they were getting along with Elliott-Fisher, the Bookkeeping Machine

The head of the concern said, "Let's go to the Accounting Department and see." A young man was at the machine and the boss said, "James, tell us how you are getting along with The Bookkeeping Machine — put your ledger in and do some work." James replied, "I'm through for the day—there are no more entries to make." "How many postings did you make today?" asked the business man. "407, the work was light today," said James.

The business man hurried on to another user a little way down the street where he found the young lady bookkeeper covering her Bookkeeping Machine at 4:45 P. M. She had made 394 postings and was ready to go home.

The business man said, "I want to see the machine in actual operation, so I guess I'll have to get out early, I'll be back at 8:30 tomorrow morning."

This is an actual experience—the figures quoted are just as the business man, now also a user of The Bookkeeping Machine, gave them to us.

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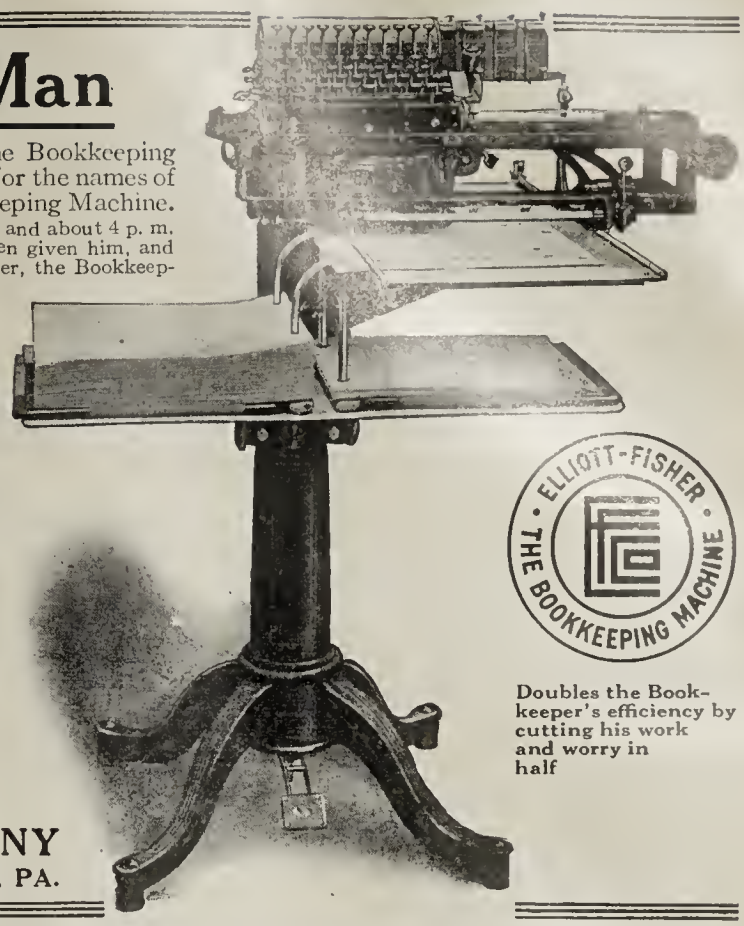

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Making Men Earn More

(Continued from page 14.)

the road men, and he has mapped out a very complete schedule of points, mechanical and otherwise, that he deems essential.

The candidate for the road is first taken through the plant that he may sense the bigness of it and the thoroughness of manufacture. Then he is taken in charge by an expert, who shows him just enough about the watch mechanically so that he knows wherein it is superior to competing brands and can demonstrate the special features. Then another man who has charge of the case department tells him the selling points of the cases. Then the sales manager reviews the whole thing with him again, bolsters him up on weak points and he's ready for the road. It isn't the most pretentious schooling in the world, but its graduates have been hanging up mighty good records.

The manager here emphasizes that it is possible to teach too much. He prefers to hammer hard the points he has found most essential to sales-making and the strong talking points of his own line.

Training the Car Men

SEVERAL public service corporations have found the training school for employes almost a necessity since it is next to impossible to employ men with sufficient experience to meet the rather peculiar demands of the railroad and street car companies. The Boston Elevated Railway Company may be mentioned as an instance of a corporation of this sort that pays unusual attention to the schooling of its conductors and motormen.

A new school has recently been established at one of the repair shops with a chief instructor and two assistants in charge. The course opens with a general talk outlining what is expected by the company and what the railroad man's attitude toward the public must be. This talk is given to motormen and conductors alike. Then the two classes are separated.

The motormen are sent to the instruction track and put under the care of a skilled motorman on one of the cars there. If one shows sufficient ability to warrant a further try-out he is then put upon a car on a regular division under the direction of a competent motorman. After covering several divisions he goes back to the instruction track to finish the course.

The conductors are put through a similar course with explanations on transfer privileges, proper punching of checks and the operation of the various coin devices they are required to use. Candidates are then given final examinations on the rules and if their standing is satisfactory are appointed on 60 days' probation.

Several weeks are necessary to complete the course and the school has made necessary the expenditure of a large sum of money for testing equipment and the salaries of instructors, but this company has found it an invaluable agent for insuring efficient help.

The Practical House Organ

Certain of the larger corporations have found it to be a splendid plan to put some sort of inspirational literature into the hands of their men. The Rock Island Railroad, for instance, issues a very complete little magazine of its own called the Employes' Magazine. The object of every line it prints is to foster loyalty and zeal in the hearts of its men in the shops, on the trains and at the key. It is accomplishing its object. The following extract will serve to show how this doctrine may be spread through a house organ.

"You are working for a large corporation. In the nature of things it cannot know you very well personally, but it knows you by the work you turn out. It sets a real value on your work, higher than you think. Your value is measured by the quality and quantity of results you produce. Somebody knows your actual worth, appreciates your honest endeavors and has you in mind for better things. It's a business proposition. Each of us is capitalized. Suppose you earn $1,000 a year. At 4 per cent that is the yearly interest on $25,000. In other words, the company capitalizes you at $25,000 and willingly pays you interest on that sum for the use of your energy and faculties. It rests with you. Make your $25,000 valuation climb to $50,000, to $100,000, to $500,000. Choose your food with care; treat decently the body on which your mind depends for its strength and sanity. Above all, feed your mind; read, study, observe. Remember, too, that, like the engine, you can't do your work unless you stay on the rails and keep where the boss can find you."

The manager of a much smaller institution, a factory employing less than a hundred people—office men and all—is making use of the same principle in a simple way.

Of course an inspirational house organ is out of the question in a plant of this size, but the manager believes that men who read ginger talks and inspirational matter make more willing and efficient workers, so he subscribes for a periodical of this sort for every one of his men.

It is impossible to measure results on that sort of a proposition, but this particular manager claims an efficient lot of employes and gives the Kauffmanesque literature its share of the credit.

The Human Element

A WHOLE LOT can be accomplished towards making your men more efficient and keeping them working at top speed by personal contact," said the president and general manager of a big western lumber manufacturing concern who depends upon his foreman to a large extent to develop the efficiency of the force.

By picking out men who have the knack of handling men he is able to get the best results. Incidentally this man knows how to handle employes himself and proves it in his dealings with the foremen.

"It is absolutely impossible to make iron-clad rules and stick to them," he affirmed; "you must suit your method to your man. Temperaments vary in many ways and demand different treatment. Just to give you an example of what I mean, I've got two mill foremen that are as much alike as the proverbial peas when it comes to results, but to keep their production equal and both at top notch I have to use directly opposite methods.

"Brown needs praise. When I pat him on the back he'll fairly purr his satisfaction and jump into the collar to try and live up to my bouquets. Without praise he couldn't do good work a week.

"But bouquets would be mighty poor result-getters with Smith. If he holds up a certain achievement as a good one, I say to him, 'Yes, you did fairly well, but I expected just a little more.'

"No matter what he accomplishes I have simply get to throw a little criticism at him or he'd swell up and quit. Just a difference in men, that's all."

Said the superintendent of a certain division of one of our biggest railroad systems, "I don't know one letter in the alphabet of scientific management, but I do know that in my line there is just one way that I have found worth talking about to keep my men on tip-toe.

"My predecessor tried the honeyed method and fell down sadly. He let the boys call him Bill, and made himself one of them with the immediate result that they lost respect for him.

"A certain amount of wholesome "boss" air has a good effect on the average workman, in my opinion. You'll remember that's the sort of schoolmaster that used to keep you in line in the little red knowledge factory, and most of our workmen haven't outgrown those boyhood traits." It cannot be denied that this superintendent gets splendid results, though many will question the correctness of his reasoning.

Use of "Ginger Letters"

NEARLY every manufacturer and jobber who distributes his goods to the trade through road salesmen in the regular way is a warm advocate of the letter process of gingering up the traveling man.

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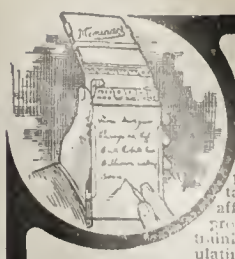

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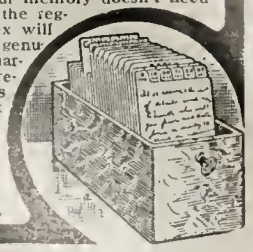

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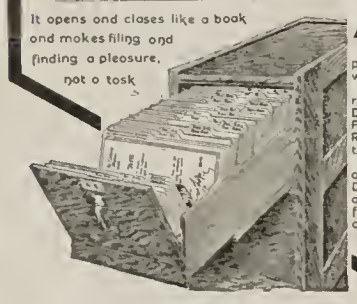

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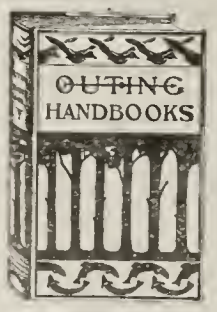

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These salesmen invariably meet with discouragements and with difficulties and they need to be encouraged, prodded, sometimes almost threatened to keep them on their toes every minute and sending in their full quota of orders.

Here is a specimen letter written by such a house to its salesmen:

"To the Mainstays of our Business,

The salesmen.

Here is proof conclusive that way above everything else it's the man and not the territory.

On the first day of March two of our men started work in their respective territories. One in Illinois and one in, well for a nickname I'll call it Pensyltucky.

On the 3rd of March we heard from each state.

The man from Penn. wrote of failure.

And the man from Illinois sent in orders for ten thousand dollars worth of goods.

Again on the 4th the first man wrote of failure.

And number two sent in orders for over $4,000 worth of goods.

Now these states in some respects are enough alike to be twins.

But the man in Illinois doesn't take No for an answer.

He reasons—he sticks—point by point he makes his man admit the superiority of our goods.

And when he hasn't left his man a leg to stand upon, he proceeds to sell him a bill of goods that will do the line justice.

Result—in three days he has obtained one-third of his March quota—

And he's got a good start for a big fat bonus.

What this man has done you can all do if you apply yourself properly.

You know the good points of your line.

You've got the proposition for the dealer.

And if you don't sell him after getting him to admit the superiority of our proposition, it's because you don't stick.

The month of March is now nearly one-half gone.

And we want to make it clear right now that we not only expect every man to fill his quota of business,

But *we're going to get it.*

And we insist that every man of you shall do your full share."

Yours very truly,
THE BLANK COMPANY,
JOHN HENRY JONES,
Sales Manager.

Note how this letter starts out by showing possibilities, next holds up the temptation of a bonus and finally closes with a gentle hint that the business must be forthcoming. It is one of a series of letters that have produced splendid results.

Holding Customer's Regular Trade

(Continued from page 15.)

Inducements to Return

THE second proved method for holding customers' trade is by means of a scheme that induces them to return to the store.

One hardware store offers to sharpen as often as necessary, free of charge, all edged articles bought at the store. This offer applies to mowing machines, razors, pocket knives, workmen's tools, table cutlery, and so forth. The customer can either bring the articles to the store or have them sent for. In either case the entire work is done free of charge.

A tailor offers to keep pressed and repaired free of charge all garments bought from him. A furniture store agrees to rejuvenate annually, free of charge, all furniture sold.

These plans benefit the store in three ways: first, they impress the customer with the interest the store takes in its patrons and in the goods it sells; second, it periodically brings to the cutsomer's mind the name of the store, which in itself is valuable advertising; third, it tends to bring the customer personally to the store and while there he is apt to buy other goods.

Another method is to conduct a contest with a worth-while prize as bait. A grocery store in Illinois distributes numbered cards reading:

"This certificate which is one of a series consecutively numbered is given to you for making a $1.00 purchase at our store.

"$200 WILL BE DIVIDED AMONGST HOLDERS OF THESE CERTIFICATES in the following way: A prize of $25 will be given to one person; five prizes of $10 each will be given to the next five persons; five prizes of $5 each will be given to the next five persons, and $100 will be split up equally amongst those who possess FIFTY CERTIFICATES.

"November 9, at 1 o'clock p. m. in the presence of all gathered, someone will be asked to choose from a box containing all the numbers issued to that date—the lucky ones. The first number drawn out entitles the holder to $25; the next five drawn out entitle the holders to $10 each; and the next ten drawn out entitle the holders to $5 each.

"Those holding fifty certificates shall share equally in the $100 prize. One hundred certificates entitle the owner to two shares."

Each contest extends over a period of one month. As soon as one contest closes another is started.

The more tickets a customer possesses, naturally the greater are her chances of drawing a winning number. And so she is apt to concentrate her purchases on the one store instead of scattering them over several.

The merchant who operates this scheme states that it brings him new customers right along. Women tell their friends of the prize offer and thus induce them to purchase at the store. These prize offers also make good advertising material when linked with the regular newspaper advertisements of the store. The result of each prize drawing is advertised extensively.

Another store uses the same basic idea but offers goods of any nature to the value of the prize. The form taken by the prize matters not except, of course, that it be worth while. The only essential is that the

scheme be so planned that the more purchases a customer makes the greater are her chances of winning.

Use of the Follow-Up

THE third proved method for holding customers is to follow them up by mail. A list of customers is one of the biggest assets a store can possess. It is something more than a list of names. In reality each name is a sale in embryo that requires only a touch to transform it into profit. And this transformation can be effected not once but indefinitely. The value of a customers' list is obvious when it is remembered that when a retailer wishes to sell out, his good will, as represented by a list of customers, is practically all he has for sale. Some concerns value their customers' list at thousands of dollars, depending on the number of names, their purchasing power, and the class of business.

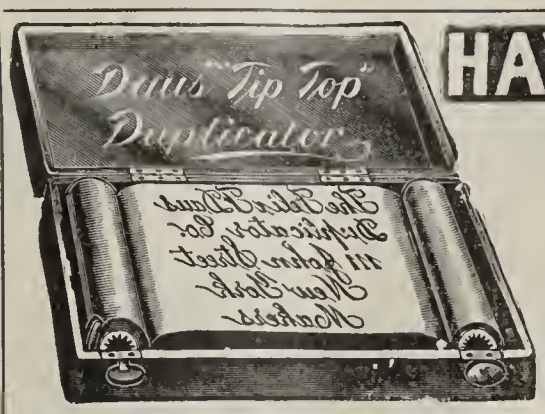
A notably successful men's furnishing store in a city in the middle west lists the name of each customer who buys at the store each day. A week from the date of purchase a letter is sent to each new customer thanking him for his patronage, assuring him that it is appreciated and asking that he favor the store with further orders. The goods bought and their cash value is entered on each customer's card. Once each month these records are checked up and the cards of persons who have not purchased recently are temporarily removed. A "query" letter is sent to them, as follows:

"In looking over our records we find that we've not recently been favored with your patronage. We regret this very much as we had hoped to count on you as a regular customer.

"Our one aim is to satisfy our customers in every respect. If you have any complaint to make regarding your dealings with us we would like to know it so that we can rectify the matter."

Continuing, the letter tells of some special line of goods now on sale and asks that the customer come to see them. Sometimes the "special line" will consist of goods at sale prices; other times of seasonable goods, or new articles recently placed on the market. The letter closes with an offer to show the goods without any obligation on the part of the customer, at the same time hoping that he will again favor the store with his trade.

Another store holds the good will of its customers by notifying them in advance of special sales. Suppose a special sale be scheduled to be advertised on a Monday. Proofs of the advertisement will be mailed to customers to reach them by Thursday or Friday preceding the day of the sale. Results show that customers appreciate the courtesy of thus giving them an advantage over the general public.



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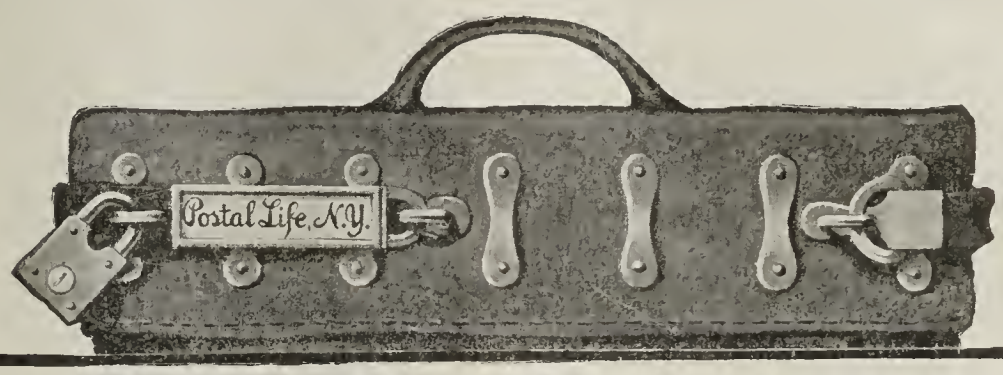

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45% of the first year's premium, on whole-life policies, is the average *Commission Dividend* paid to each POSTAL policyholder on entrance into the Company. Other companies would pay this sum to an *agent*—as *his commission*.

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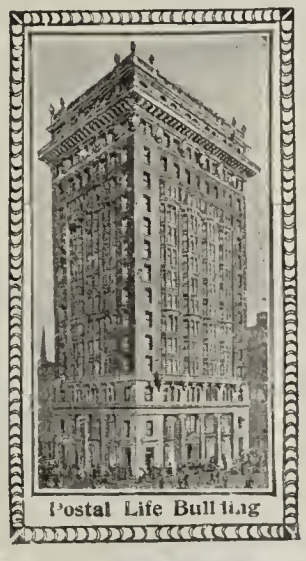
Third: *Standard policy provisions*, approved by the State Insurance Department.

Fourth: Operates under *strict State requirements* and subject to the United States postal authorities.

Fifth: *High medical standards* in the selection of risks.

Sixth: *Policyholders' Health Bureau* arranges one free medical examination each year, if desired.


Postal Life Building

Annual Dividend of 9½% Guaranteed in the Policy

And the POSTAL pays the usual contingent dividends *besides*—ranging up to 20% of the annual premium, in the renewal years.

Such is the POSTAL way: it is open to *you*. Call at the Company's offices if convenient or *write now* and find out the exact sum it will pay *you* at *your* age—the *first year* and *every other*.

POSTAL LIFE INSURANCE COMPANY

The Only Non-Agency Company in America

WM R. MALONE, President

35 Nassau St., New York

See How Easy It Is

In writing simply say: *Mail me insurance-particulars for my age as per BUSINESS for January.*

In your letter be sure to give:

1. *Your Occupation.*
2. *The Exact Date of your Birth.*

No agent will be sent to visit you: the Postal Life employs no agents.

Assets more than $10,000,000

Insurance in force more than $50,000,000

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AGENTS—PORTRAITS 35c, FRAMES 15c. Sheet Pictures 1c. Stereoscopes 25c. Views 1c. 30 days' credit. Samples and catalog free. Consolidated Portrait Co., Dept. 1366, 1027 W. Adams St., Chicago.

AGENTS WANTED—High-class men who can earn big money. Must be of good personal appearance and furnish reference. Our proposition offers an opportunity of a lifetime. Address "BUSINESS," Detroit, Mich.

LEARN to collect money by a sure, easy system. Income $1,200 to $5,000 a year. Quick results. No capital required. Instructive book, "Skillful Collecting," free. National Collectors Assn., 380 Park Place, Newark, Ohio.

AGENTS—Manufacturer of guaranteed hosiery with linen heels and toes and other exclusive features wants agents to sell direct to consumer. Re-orders insure permanent, increasing income. Exclusive territory. Credit. H. Parker Co., 720 Chestnut St., Philadelphia, Pa.

BOOKS

"THE BOOKKEEPER'S DELIGHT"—Wold's New Trial Balance System and Lessons in Rapid Calculation. Labor Less, Accomplish More. Prepaid, $1. L. M. Wold, Cedar Rapids, Iowa.

BUSINESS OPPORTUNITIES

"GET OUT OF THE RUT." Make $15 to $50 a week during a few hours of spare time at home. Get the big profits in the mail order business. Represent the manufacturer. No canvassing. I want ambitious fellows to handle my "latest" and the increased output of my new factories. I show you my methods are successful before you start business. Personal coaching and warehouse privileges free to co-workers. Write now for copyrighted plans, "whole truth," positive proof and sworn statements. J. M. Pease, Gen. Manager, J. M. Pease Mfg. Company, 575 Pease Bldg., Main St., Bualo, N. Y.

WE WILL LOAN YOU MONEY TO FARM—To workers of farms in the United States having sufficient agricultural experience and equipment, the Canadian Pacific will loan money for a period of ten years at 6% for the purpose of erecting buildings and completing the improvements on newly purchased Western Canadian farms. Write for particulars. Ask for our handsome illustrated books on Manitoba, Saskatchewan and Alberta. Also maps with full information FREE. H. A. THORNTON, Colonization Commissioner, Canadian Pacific Railway, 112 W. Adams St., Chicago, Ill.

BE INDEPENDENT! Start a mail order business in your own home. We tell you how, and furnish everything needed wholesale. An honorable and profitable business for man or woman. Particulars free. Many make $3,000 a year. Murphy Mfg. Co., South Norwalk, Conn.

BIG PROFITS: Open a dyeing and cleaning establishment, splendid field, little capital needed to start. We teach a successful method by mail. Write for booklet. Ben-Vonde System, Dept. D-H, Charlotte, N. C.

USE YOUR SPARE TIME to build up a mail order business of your own. We help you start for a share in profits. 27 opportunities. Particulars free. Mutual Opportunities Exchange, Buffalo, N. Y.

ACCOUNTANTS AND BOOKKEEPERS wanted to instal Loose Leaf Systems. Liberal commission; an ideal way to increase your income. Write for full particulars. Sheppard Company, 305 Hudson Street, New York City.

BE YOUR OWN BOSS. Start mail order business. We teach you. 20 years established. Everything furnished. "Starter" free. Krueger Co., Dept. 12B, 167 W. Washington, Chicago.

I MADE $50,000 in five years with a small mail order business; began with $5. Send for free booklet. Tells how. Heacock, 5228, Lockport, N. Y.

COLLECTIONS

MONEY! Our original Follow-up collection letters get the money. Send $1.00 today. Mercantile Letter Co., 141 W. Forest, Detroit, Mich.

HIGH GRADE HELP

PARCELS POST means thousands Railway Mail Clerks needed. $75.00 month commence. Write for list of positions open. Franklin Institute, Dep. J52, Rochester, N. Y.

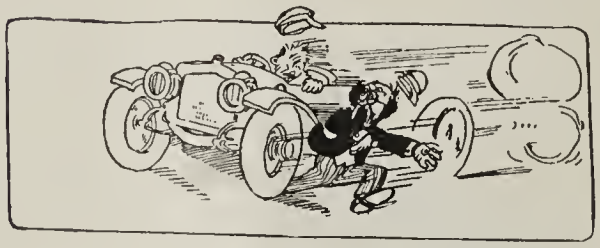
I WILL START YOU earning $4 daily at home in spare time, silvering mirrors; no capital; free instructive booklet, giving plans of operation. G. F. Redmond, Dept. AD, Boston, Mass.

FREE ILLUSTRATED BOOK tells about over 360,000 protected positions in U. S. service. More than 40,000 vacancies every year. There is a big chance here for you, sure and generous pay, lifetime employment. Easy to get. Just ask for booklet A-3. No obligation. Earl Hopkins, Washington, D. C.

Business Cartoons

Marasco in Des Moines Leader-Register

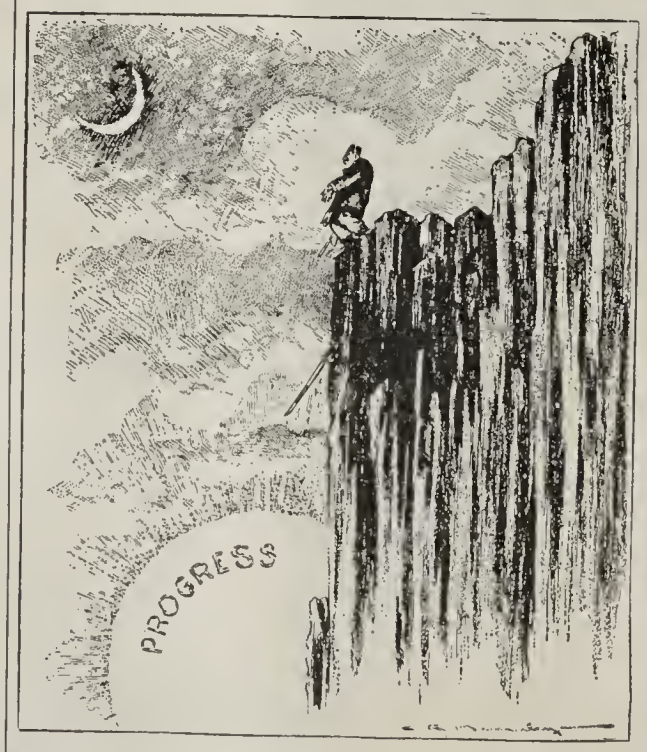
"NEXT"—May in Detroit Times.



—From "Cartoons."

ANOTHER DECLARATION.

—Satterfield in Memphis News—Scimitar.



THE WANING CRESCCNT.

—Macauley in the New York World.

THE GREAT PROBLEM NOW.

—Carter in the New York Press.

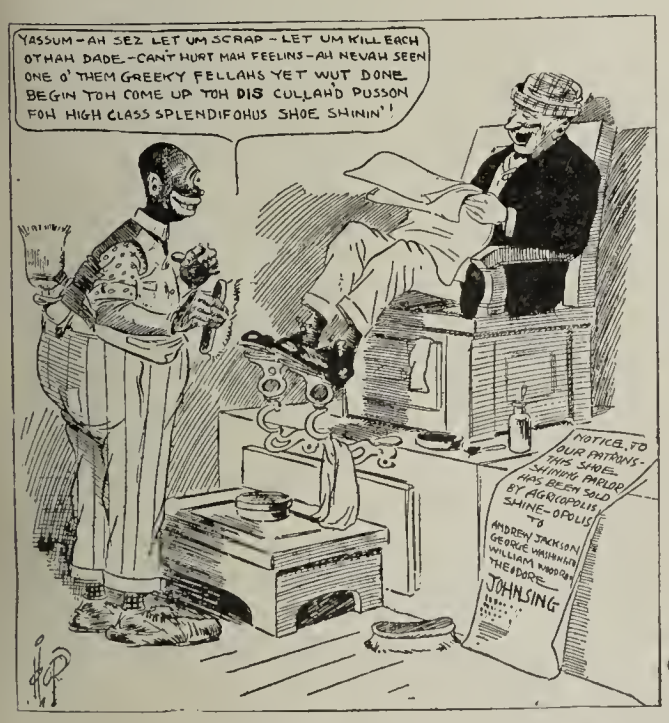
of the Month —

THE PARCELS POST AFTERMATH.—
"When do I get my letters?"
—From Express Gazette."

—Rogers in Youngstown Telegram

NOW THAT AIN'T ANYTHING TO BE SCARED OF.
—From Sioux City Journal.

—From "Cartoons."



BACK INTO HIS OWN.—Hopkins in Denver Times.

—French in Chicago Record-Herald.

Classified Advertisements
(Continued)

INVESTMENTS

FREE—INVESTING FOR PROFIT MAGAZINE. Send me your name and I will mail you this magazine absolutely free. Before you invest a dollar anywhere—get this magazine—it is worth $10 a copy to any man who intends to invest $5 or more per month. Tells you how $1,000 can grow to $22,000—how to judge different classes of investments, the Real Earning Power of your money. This magazine six months free if you write today. H. L. Barber, Publisher, 122, 20 W. Jackson Blvd., Chicago.

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EVERYBODY SHOULD CARRY a Loose Leaf Memo Book. Why? Because it is economic. Send 25c for a sample book, with Genuine Leather covers and 50 sheets. Name on cover in gold 15c extra. Looseleaf Book Co., 81½ E. 125th St., N. Y.

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MOTION PICTURE PLAYS WANTED. You can write them. We teach you by mail. No experience needed. Big demand, good pay. Details free. Associated Motion Picture Schools, 684 Sheridan Rd., Chicago.

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C. L. PARKER, PATENT ATTORNEY, 992 G St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

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PRINTING SPECIALS—Prepaid: 1,000 3x6 slips, $1; 1,000 imitation typewritten letters, $3.25; 1,000 6x9 circulars, $1.75; 1,000 white envelopes, $2. Best stock. Send for prices. B. K. Miller Co., Box 254, Muskegon, Mich.

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WOULD $500 TO $1000 ON THE SIDE BE AN OBJECT TO YOU? Any one can secure this without interfering with present occupation, by forming a small Pecan and Fig Orchard Club among their friends. Each investor is secured by orchard planted and cared for, and in a few years it will yield 100% annual profits. Write to-day for "Club Plan." St. Andrews Bay Nursery & Orchard Co., Trinity Building, New York City.

SHORTHAND

LEARN STENOGRAPHY — Stepping-stone to big positions. Stenographers record thoughts of big men—thus prepare to become big themselves. But if Shorthand—why not the SHORTEST SHORTHAND? The Simplis Method is one-half quicker than nearest competitor. It is also easier to write and to read. Information free. Write us — B CHURCHILL'S BUSINESS INSTITUTE Grand Rapids, Mich.

TYPEWRITERS

LARGEST STOCK of typewriters in America. All makes, Underwoods, L. C. Smith, Remingtons, etc., ¼ to ½ Mnfrs. prices (many less)—rented everywhere—apply rent on price. First class machines—rent one and judge on these most liberal terms. Write for catalog W. Typewriter Emporium, 34-36 W. Lake St., Chicago.

SLIGHTLY USED AND REBUILT TYPEWRITERS. All makes. Every part guaranteed. Free trial anywhere. Less than half original prices. Cash or payments. For price list No. 14, write W. A. Whitehead, 183 N. La Salle St., Chicago.

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Read the replies when Davison writes your Follow-up Letters and Advertising Literature! His Powerful Persuasion makes Busy Men sit up and sign order blanks, write checks, send telegrams, ask prices or demand information about your product or proposition. Being America's Foremost Wordologist, he knows the real dif 'twixt Advertising and Badvertising. Charges a bit high, but Bargain Brains are a Speculation, and his Wealth-Winning Websterian an INVESTMENT! Write him if you're really after the Scarce, Swift, Strong, Sure, Six-Cylinder SALESMANSHIP! Ad-Man Davison, Waldheim Building, Kansas Oity.

VENTRILOQUISM

VENTRILOQUISM taught almost anyone by mail at home. Send 2c stamp for particulars and proof. Address O. A. Smith, Room W222, 823 Bigelow Street, Peoria, Ill.

$5 to $20 Per Month
SAVED ON OUR PLAN
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You can place it where it will not only yield 5 per cent. interest, but where the principal will be absolutely safe and constantly increasing in value, and where after a period of ten years, **it should yield you 100 per cent. annually,** and continue during your lifetime and that of your children.

LUTHER BURBANK, the greatest living horticulturist says:

"If I were a young man I'd devote my life to the Pecan Nut, knowing as I do the possibilities of the Pecan Industry."

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Show this wholly visible typewriter to your friends and let them see wherein it excells any $100 Typewriter made, if we would send one to you Free of One Cent of Cost for you to keep forever as your own? Then on a postal card, or in a letter to us, simply say: Mail particulars.
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is the newest way to fasten paper or cloth and is also the best way. It is the only sure way of making your paper safe and secure.

This is but one of the many standard machines in the Acme line we have in stock. We will make a machine or staple for every specific use.

Write us full information stating your needs now.

ACME STAPLING MACHINE Co., Ltd.
112 NORTH NINTH ST. CAMDEN N.J.

READ THE GREAT OFFER
Commercial Law Simplified
On Page 64

The CLEARING HOUSE

(Continued from page 16.)

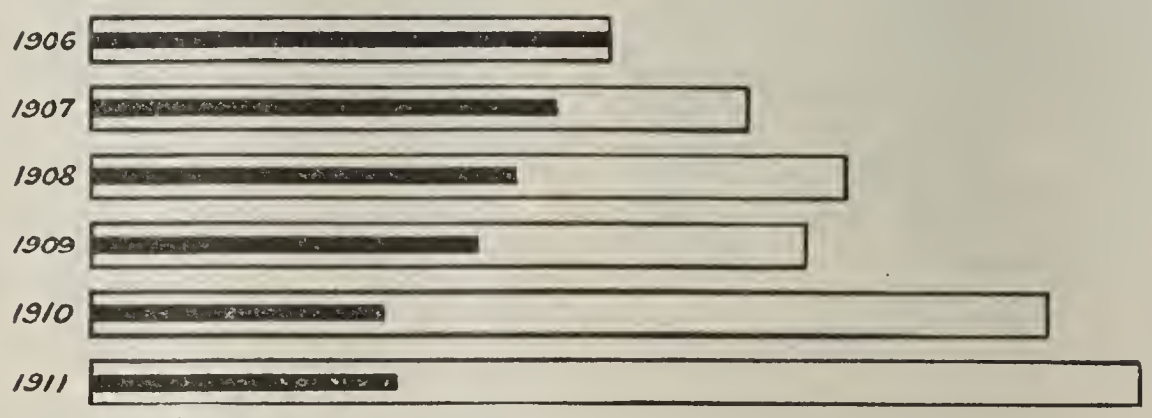
The exchange of commerce between France and Belgium has increased 164 per cent since 1873, and with Germany, 104 per cent, whereas the interchange between France and England has only increased 33 per cent and it is logical to assume that the cause for the slight increase between both nations has been the barrier offered by the Channel, since it lies in the path of the railroads which would otherwise connect.

Modern engineering enterprise is soon to eliminate this state of affairs, and the Channel will be attacked by two separate, but simultaneous undertakings. An English concern, The Inter-Continental Railway Company, is about to establish a ferry transport service for carrying railroad trains between the Channel ports, and the remaining undertaking is to begin the construction of the tunnel under the Channel, enabling the running of a continuous railway between France and England.

Safeguarding the Workmen

ONE of the leaders in the movement for accident prevention is the United States Steel Corporation. Frank Barkley Copley tells, in the *American Magazine,* the stirring tale of how, at the instigation of one little stockholder bearding the financial lions in their den at a stockholders' meeting, the Steel Trust decided to investigate itself, the outcome being the raising in the steel industry of a new standard for dealing with labor. The committee appointed for the purpose conducts inspections of the plants of the corporation. Each subsidiary company has its safety experts, who spend their entire time studying conditions and devizing new methods for safeguarding employes. During the year 1910-1911 the sum of $1,750,000 was expended on this work. The results in this safety compaign, according to *American Industries,* are represented by a reduction of 43.2 per cent in accidents since 1906. In other words, 2,300 men annually escaped serious injury who would have been maimed or killed under the conditions existing five years ago.

The National Manufacturers' Association now provides experts for members and nonmembers whose duty seems to be fourfold:



Courtesy American Industries

HOW ACCIDENTS GROW "BEAUTIFULLY LESS"

United States Steel Corporation chart, showing comparative statement of accidents and relief, 1906 to 1911 inclusive. The heavy line shows reduction in serious and fatal accidents, using 1906 as a basis; outline shows increase in total casualty expenses per employee. The increase in accidents in 1911 is due to a new classification; the actual fatalities were 27.27 per cent less than in 1910.

(1) Inspection of factories and specialized reports upon existing conditions.

(2) Advice and recommendations regarding safety devices and other means of preventing work accidents.

(3) Practical instructions to superintendents, foremen, engineers and workmen as to how to construct, apply and use safety devices —special attention will be given to practicability, economy and efficiency.

(4) Illustrated talks with the aid of lantern slides and motion pictures to workers at factories or to local organizations of employers or workers or to others interested in safeguarding the lives and limbs of our toilers.

Greater Safety for Bank Checks

FROM time to time suggestions appear in favor of securing some degree of uniformity in the sizes and styles of bank checks, drafts and other forms of stationery used by banks, says the *Bankers Magazine.*

Not only are there checks big and little, but the pictorial designs range from the portraits of a fond parent's twins to the animals comprising the menagerie of a showman. But the difficulty does not end with pleasing idiosyncrasies of the sort mentioned. Simple as is the body of a check, we have seen the printed matter so worded as to cause great inconvenience to the drawer.

To attain to anything like uniformity

in the size and style of checks and drafts would require concerted action on the part of bankers. It could be done only through their associations.

Such a movement might not only result in saving much time and annoyance to the banks but it might ultimately lead to what is more important, namely, the throwing of stricter safeguards in general around the printing and delivery of bank drafts and checks.

If only a portion of the care that is thrown around the printing and delivery of bank notes were extended to bank drafts and checks, the losses from forgery and check-raising would be reduced to a minimum.

The matter would seem to be worthy of discussion by the bankers' associations of the country and more careful regulation of the printing of checks and drafts could insure the following:

(1) Uniformity of size.

(2) Substantial identity of wording.

(3) The advantage of whatever safeguards may be found in using a special paper.

(4) Better appearance of instruments and the protection afforded by careful printing or engraving.

(5) Delivery of checks and drafts only to those duly authorized to receive them.

This last provision is the most important, for it would of itself go far to prevent these instruments from falling into the hands of those who mean to use them fraudulently.

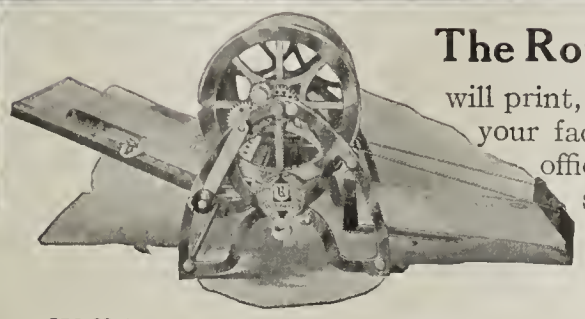
Importance of Accounts to Business Managers

NOT more than ten per cent of the great number of business men in this country have an adequate knowledge and appreciation of the importance of accounting," says John R. Wildman, C. P. A., in *Business America*. Few of them have either the time, opportunity or energy to learn anything about the subject in a thorough and systematic way. It is probably also true that there is a widespread lack of understanding as to the important relation which exists between business and accounting. Not many business men realize that a knowledge of the subject would be of immense help to them in adminstering their business affairs and would be an important factor in their business success.

If it were not desired to draw a sharp line of demarcation between bookkeeping and accounting it might be said that bookkeeping is an art while accounting is a science. Bookkeeping consists in spreading upon the books a record of the business transactions. This may be done mechanic-

ROTOSPEED $ 25.00

SIMPLE EFFICIENT ACCURATE



The Rotospeed Duplicating Machine

will print, at the rate of 75 to 100 copies per minute, your facsimile typewritten letters, factory forms, office forms, stock report blanks, notices, price schedules, etc., in fact anything that is accomplished with pen or typewriter at a cost of but 20c per thousand.

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15,000 copies of fifteen different forms printed by your printer—not less than $2.50 per thousand	*Printer's Cost,* -	*$37.50*
15,000 copies of fifteen different forms printed with the Rotospeed and supplies that are included with the Rotospeed at the price of $25.00 and an office boy's time at $5.00	*Rotospeed Cost,* -	*30.00*
You own the Rotospeed and have a	*Saving of* - -	*$7.50*

WE WILL SHIP THE ROTOSPEED

with supplies included on receipt of your check for $25.00—Try it for ten days—if it is not satisfactory we will refund your money.

Price $27.50 Delivered West of Mississippi River

THE ROTOSPEED COMPANY North Fifth St. Dayton, Ohio

I Have Something for YOU—

For a number of years past I have been saying the same thing to hundreds of ambitious men and women of all ages. I have told them the same thing I am telling you—that I have something for you.

There are in my possession now hundreds of letters from these ambitious people, who have taken advantage of that something I have had to offer. They are letters from successful men and women.

The International Accountants' Society conducts a Correspondence Course in Higher Accounting and Business Law of which I am Principal. This course holds numberless opportunities for you; there are opportunities for the big men; there are chances which come but once in a lifetime; there are the big things that you have been looking for.

I have on my desk a number of handsomely illustrated brochures, which explain in detail just what we have to offer you and what you can accomplish through this Society. These brochures are too valuable to be sent out to disinterested parties. Now, if you are ambitious; if you want to earn more money; if you are looking for the job higher up; if your business future concerns you; if you have the desire to progress, write me and I shall see to it personally that one of these is sent to you absolutely FREE.

My time is too valuable to be given to anybody but those, who are interested in the training I can offer. If, after you receive this excellent brochure, you decide to enroll as one of our students I will absolutely guarantee that the personal instruction you receive, the co-operation I will give you will extend beyond the scope of the Course itself. The numberless advantages you will realize through this training, the great furtherance of efficiency in your own work and the certainty of a greater earning power for you, will make you realize, as hundreds have done before, the extreme value of this course of instruction.

In addition I should like to send you some of the letters I am receiving daily, so that you can learn from the parties who were disinterested at one time but who have had their enthusiasm aroused to the greatest extent what they think of our Society and its work.

If you will send me your name and address I will gladly mail you free of charge a copy of this brochure and some of the letters. WILL YOU ASK FOR IT TODAY?

MR. F. W. MORTON
Box 816
Detroit, Mich.

Kindly send me FREE your handsome 56 page brochure—Inspiration-Ambition-Success and tell me fully about The Correspondence Course in Higher Accounting and Business Law.

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in Loose Leaf Record Keeping
Contains full explanation of this **Money** and **Time** Saving Method of bookkeeping. Describes and illustrates 40 Record Forms with full explanation of their use. We will send this book **Without Charge** to any Business or Professional Man who writes for it.
John C. Moore Corporation
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Crease Your Pants
in 5 Minutes for ¼ Cent

—with the "Nu-Pantz" Creaser. *Not an iron* but a practical, low-priced machine which works by automatic pressure. Aluminum self-heating outfit weighs but two pounds. Always ready, any time, any place. No trouble—wonderful results. Save $10 to $30 per year and add $100 to your appearance by writing today for complete description and approval offer. Address
Racine Creaser Co., 68 St., Racine, Wis.

BY USING
THE "ANYWHEARE" LAMP
which is never in the way and cannot be upset. The adjustable arms bring the light to any desired position, thereby relieving eye strain and increasing the efficiency of a stenographer.
Send for illustrated catalogue describing desk lights, reading lamps, piano lamps, etc. Complete line of models to meet every requirement.
Agents wanted in every city. Territory assigned with leads and orders. Splendid opportunity for live wires with small capital.
THE WM. F. WOLFF COMPANY
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Made in ANY WARE
Will Stand ANY WEAR
Can be Placed ANY WHERE

ally in accordance with certain well established rules. Theoretically bookkeeping ends when such record has been accomplished.

The duty which confronts the accountant is that of presenting clean financial statements and presenting them when needed. The statements will not prepare themselves. They will not permit of successful preparation unless some arrangement has been made to secure the facts and figures essential to their preparation. In order that this may be accomplished it is necessary that the accountant should thoroughly understand books, the object in keeping them, their classification, their form and ruling; methods of bookkeeping; of accounts, their philosophy, classification, and arrangement in books; the relation which each account bears to allied subjects, such as economics, law and finance; the peculiar effect which the various economic and legal types of organization and various lines of business have, upon the accounting technique.

As distinguished from the non-professional accountant there is the man who offers his services to the public and who practices the profession of accountancy. Here the field is much greater and the scope of the accountant's work much wider. The professional accountant acting within the scope of the authority prescribed by the rules of the profession will confine himself to audits, examinations, investigations, accounting systems and engagements of like character. In some instances his work is constructive in the same manner as that of the non-professional accountant. In other instances he acts as the reviewer or critic of the work of the non-professional accountant. Many times he exceeds the bounds which limit the accountant's field and it appears somewhat ridiculous to find an accountant posing as an efficiency expert just as it does to find mediocre bookkeepers advertising as public accountants.

It would seem wise indeed for the business man to have a sufficient knowledge of the functions of the various individuals referred to in order that he might be able to decide, when he is in need of assistance, just who it is that he needs. Business men today who are alive to the situation, however, are giving more and more time to the kind and quality of financial statements which they receive from their accountants, or bookkeepers, and the use to which the information, which the statements contain, is put. They have learned that the proper kind of financial statement is a highly important, if not an indispensable, means of success.

The statement of income and profit and loss is the latest device for supplying the wants of the business man with information as to his operations. While it has developed into a highly technical and involved statement it is so arranged as to present to the business man in a simple and logical manner that which he desires. It does away with all bookkeeping features; there is no such thing as debits and credits. It deducts one item from another in the same way in which the layman would do it, "if he were figuring up his profit." It seems to appeal to him and be possible of interpretation by him for this reason. It is constructed in accordance with the divisions of organization. It sets out clearly the cost incident to manufacturing, selling and administration. It separates from these departments which comprise the operations, all such items as secondary income or deductions therefrom. It complies with the economic theories with regard to interest, rent, taxes, etc. It allocates the profits to the respective division of organization showing gross profit, selling profit and net profit. It shows the income from operations and the income from sources other than operations. It gives the business man a statement from which to form his judgments and to administer. The balance sheet of today has also undergone some remarkable changes. From an intricate mixture of accounts classified only as to debit and credit it has become a statement of great refinement, showing not only the true financial condition but carrying with it information which is of inestimable value to the proprietor or administrative officer. It now enables him to determine the manner in which his capital is invested; the extent to which his equity in the organization exists; to separate his fixed capital from his working capital; to determine which assets have an intrinsic value and which are carried merely as a matter of courtesy for accounting purposes.

A balance sheet may set forth all the real accounts. It may show the financial condition of the organization. An income statement may disclose all the nominal accounts and show the results of operation during the period just past. If the arrangement is disregarded the statements will have little meaning. Properly arranged they may be of immense value to the proprietor or administrative officer. They may show not only the financial condition and the results of operation in the past but light the way to improvement in the future. A properly constructed balance sheet may be a most important factor in guiding the financial policies. A statement of income and profit and loss, wherein items of cost are grouped around units of production and items of expense around units of service, may be most helpful as an index to efficiency and honesty or as a warning of weakness or impending danger.

Old-Fashioned Economy.

George W. Perkins, at a business men's dinner in New York, deprecated niggardly business methods.

"There is no greater mistake," he said, "than for a young man to adopt in business the methods of old-fashioned economy.

"You know, of course, what I mean by old-fashioned economy? No?

"Well, an old-fashioned economist is one who, instead of buying an awl, goes to work to make one by straightening out an old cork-screw."—*Los Angeles Times.*

* * *

Up Against It.

"John," asked Mrs. Dorkins, "what is a 'political con. game'?"

"Why, it's—it's a frame-up, you know?"

"Yes, but what is a frame-up?"

"A—er—piece of bunk, of course; can't you—"

"What is a piece of bunk?"

"O, shucks!" exclaimed Mr. Dorkins. "What's the use of trying to tell a woman anything about politics!"—*Chicago Tribune.*

* * *

A Free Field.

A young graduate in law, who had some experience in Chicago, wrote to a prominent practitioner in Arkansas to inquire what chance there was in that section for one such as he described himself to be.

"I am a Republican in politics, and an honest young lawyer."

In a few days he received this encouraging reply:

"If you are a Republican, the game laws here will protect you, and if you are an honest lawyer you will have no competition."—*Exchange.*

* * *

Blobbs—"Here's a chap who has written an article claiming that four men out of every five regret they ever married."

Slobbs—"And how about the fifth?"

Blobbs—"I suppose he stayed single."

"Be the saints av oi kin only reach that switch and get on the next track me loife is saved."—*Life.*

Advice From an Expert.

George Washington Johnson stood before an avenging judge, and realized that all the evidence was against him. It was the same old charge.

"But," said the judge, with a perplexed frown, "I don't understand, Johnson, how it was possible for you to steal those chickens when they were roosting right under the owners window and there were two vicious bulldogs in the yard."

"It wouldn't do you no good, jedge, foh me to 'splain how I caught 'em," replied the successful culprit. "You couldn't do it if you tried it forty times, an' you might git a hide full of buckshot de ve'y fust time you put your laig ober de fence. De best way for you to do is to buy your chickens in de market."—*MacLean's.*

* * *

The Conscientious Horse.

A traveler in Indiana noticed that a farmer was having trouble with his horse. It would start, go slowly for a short distance, and then stop again. Thereupon the farmer would have great difficulty in getting it started. Finally the traveler approached and asked, solicitously:

"Is your horse sick?"

"Not as I knows of."

"Is he balky?"

"No. But he is so danged 'fraid I'll say whoa and he won't hear me, that he stops every once in a while to listen."—*Current Literature.*

* * *

One on the Wife.

A young wife was troubled by her husband, who insisted upon coming home intoxicated in the wee small hours of the morning. One night she sat up and waited for him to make his shameful appearance.

He appeared after a short while, and entered the bed room carrying his shoes. His wife threw a shawl over her head and in her deepest tones said, I am Satan, I am Satan."

The husband looked her over carefully and holding out his hand said: "Shake, old boy! I married your sister."

* * *

The Point of View.

"Say, pa, what is the difference between a visit and a visitation?"

Fond Parent—A visit, my son, is when you go to see your Grandmother Jones, and a visitation is when your Grandmother Jones comes to see us.

* * *

Reporter—"To what do you attribute your great age?"

Oldest Inhabitant—"I ain't sure yet, sir. Two or three patent medicine companies are dickering with me."

* * *

"Does your husband ever lose his temper?"

"Not any more. He lost it permanently about two years after our marriage."

* * *

On a business trip to the city a farmer decided to take home to his wife a Christmas present of a shirtwaist. Going into a store and being directed to the waist department, he asked the lady clerk to show him some.

"What bust?" asked she.

The farmer looked around quickly and answered, "I dunno; I didn't hear nuthin'."

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Structural Engineer	Commercial Illustrating
Concrete Construction	Industrial Designing
Mechan. Engineer	Commercial Law
Mechanical Draftsman	Automobile Running
Civil Engineer	English Branches
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Are the Provisions of the Statute of Limitations.
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Requirements Are Put Upon Foreign Corporations.
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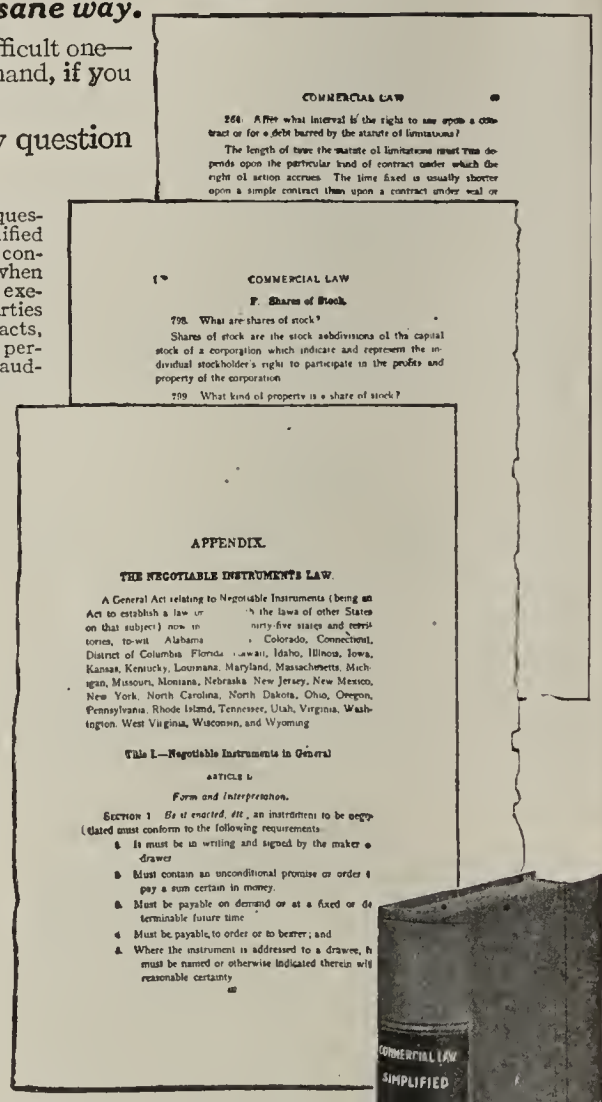
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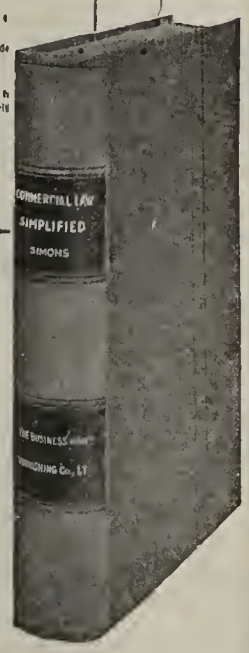

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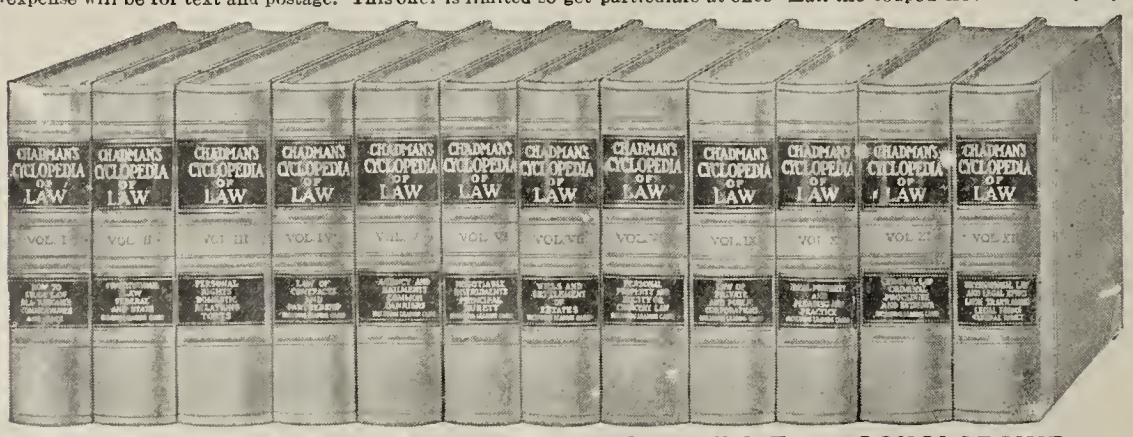

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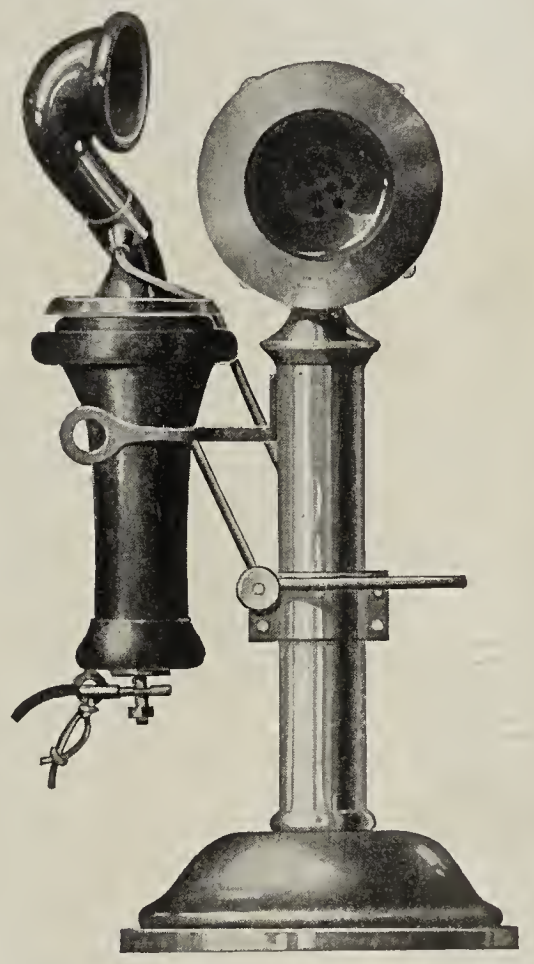

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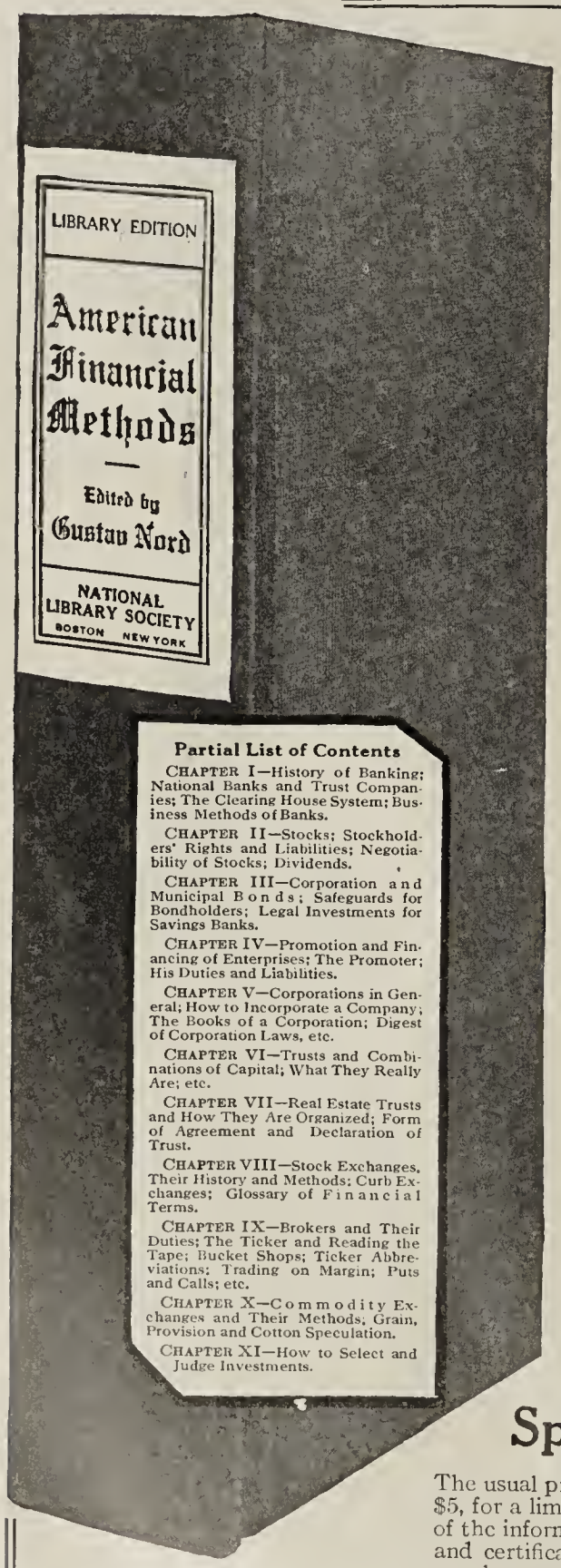

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English signs are beginning to make their appearance in the streets of the small inland towns.

OUR TRADE IN SOUTH AMERICA

How the American Manufacturer Can Take Advantage of the Exceptional Opportunities Offered in This New Industrial Field

By Waldon Fawcett

THE recent transition of the United States from an agricultural to an industrial country, in so far as our exports are concerned, has given to South America a tremendous new importance and significance as a market for American products. To be sure, there has been more or less agitation on the subject for years, but until the ambitions of a new commercial era supplied the spur, there was little heed given by practical business men to the fact that it was highly desirable for the republics of the three Americas to be bound together by closer trade relations as well as closer social and political relations.

So long as American manufacturers were kept busy supplying the rapidly-expanding market at home; so long as it was only foodstuffs of which we had any considerable surplus to send abroad, Latin-America enlisted little attention from our Yankee captains of commerce and industry, save from those who were exceptionally far-sighted. South America, with her own sources of food supply, had little need to stock her larder from our grain fields and cattle ranches, whereas Europe was usually ready and eager to supplement her own more or less limited resources with purchases of American agricultural products. Thus, for year after year, the United Kingdom and the continent continued to be our best customers and the stream of raw products sent across the Atlantic usually kept the balance of trade in our favor, despite America's heavy purchases of European luxuries and the vast sum annually spent abroad by American tourists.

SOUTH AMERICA is so fabulously rich in natural resources that her material bounty, not less than the temperament of her people, would seem to insure lavish buying of commodities that are to her taste. Yet not only is South America virtually without manufactures today, but the prospects of local manufacture in the southern half of the continent are so remote as to virtually insure a long-time market for American goods, once successfully established in popular favor there. There is no question that of all the geographic grand divisions, South America holds the market that is richest in promise for the products of American manufacture. Any exceptional expense that may be required to cultivate this market would therefore seem to be fully justified by its prospect of permanency.

The past few years, however, has witnessed a revolutionary change in the status of the United States as a factor in international trade. In reality the change came gradually enough, but the climax was sufficiently precipitate to startle many people who had not kept track of the shifting currents of development. For several decades each recurring census has shown a decreasing proportion of rural population and an increasing proportion of urban population. This could mean, of course, but one thing—that our commercial and industrial interests

were developing greatly but at some expense to our rural activities. And the inevitable outcome has resulted. The past few seasons has indicated that even with bumper crops it is going to require nearly all the products of American soil to satisfy the American appetite. Some portion of nature's bounty—as exemplified, for instance, in our unequalled apples—will, of course, continue to be sent overseas, but the vital point is that foodstuffs have lost

Sugar cane is grown in many parts of South America where the climate is warm.

their old importance as our chief asset in the international game of barter and trade.

With the loss of this line of business in prospect, and, in some measure, directly upon us, it was essential that America find some substitute to offer in exchange for her foreign purchases. The very condition which upset the old order of things has provided compensation in the new. Parallel with the increasing home consumption of agricultural products and the curtailment of the surplus to be sold abroad has come a tremendous expansion of manufacturing in all lines. The extension of factory facilities, the economics of scientific management and standardization, and the surpassing ingenuity of American inventors have enabled American manufacturers to not only cope with all the demands of an expanding home market, but to accumulate heavy surplus stocks for sale abroad.

The problem of the period, then, has been to find a market for this newly-created excess of industrial output and it is in this quest that all old rules have gone by the board. In certain favored lines the conquest of American products has extended all around the world, but in the main the American manufacturer has found it advisable to seek out the points of least resistance. It has required no great lapse of time to show that Europe, which has bought so freely of our agricultural products, is, in the matter of manufactured products, a fiercely competitive field where American manufacturers are, for certain obvious reasons, at a disadvantage. But, on the other hand, South America, which bought so sparingly of our grain and beef when we were overstocked, is in a receptive, if not actually a favorable frame of mind with reference to our manufactured products.

The lamentable lack of comprehension which is manifested by so many stay-at-home Europeans with reference to the magnitude and development of the United States may be charged in equal measure against our-ourselves with reference to South America. For the most part it is only the business man who has formed first-hand acquaintance with the field who has any adequate conception of the possibilities of Pan-America. And woe betide the business "scout" who plans a "flying trip" to Latin America. To steam around the lower continent of South America from New Orleans to San Diego would involve a voyage nearly five times the distance across the Atlantic. To cross the widest portion of South America with the present facilities of travel would consume as much time as a dozen trips by rail between New York and San Francisco. And what have the transportation men of the Mississippi and our Great Lakes to say to the freight route provided by the Amazon, up which river and its tributaries ocean steamers drawing more than twenty feet of water steam a distance as great as that from New Orleans to Lake Winnipeg.

Nor is it merely in typography and hydrography that South America is impressive. In every one of the fourteen countries there is in progress a program of public improvements that in some instances almost reminds one of "booms" in our own Western communities, so enthusiastically is the work being pushed. In the Argentine Republic, for instance—a country larger than all that portion of the United States east of the Mississippi River—we find the railroad mileage approaching the 20,000 mark, and her beautiful capital, Buenos Aires, the twelfth port of the world, has jumped from a tonnage of 660,000 to 13,000,000, thanks to harbor improvements that have cost, to date, more than $35,000,000.

Brazil, a country as large as the United States and Germany combined, has more than 13,000 miles of railroad in operation and is rapidly extending these lines, showing that she has no intention to place sole dependency upon the Amazon and other waterways as highways of commerce. Bolivia has no coast line of its own, but the foreign commerce of this, the fourth largest republic in Latin America, is valued at considerably more than $40,000,000. Chile has in progress at Valparaiso harbor improvements that will make it one of the finest shipping ports on the Pacific ere the Panama Canal is completed and Chile's 2,300 miles of railway in operation are almost equalled by the new lines projected or under construction.

This same story of progress might be continued through the entire roster of the South American countries touching upon Ecuador's remarkable new mountain railroads and the extensive harbor improvements projected at Guayaquil; upon Paraguay's new rail lines which will give communication overland with both Argentina and Brazil; upon the progress of Peru with a coast line equal to that from Maine to Georgia and a coast climate rivaling that of California; upon prosperous Uruguay, which is spending more than $10,000,000 in

Rubber trees are numerous and in some sections grow to an extremely large size.

constructing a model harbor at Montevideo; and finally, upon Venezuela, where, as in Colombia, a recent feeling of irritation toward the United States and all things American seems to be giving way to an era of better sentiment that augers well for trade promotion.

American interests cannot hope to capture the lion's share of South American trade at one bound, but they certainly have a great opportunity, and perhaps it should be emphasized just here that there seems to have been on the part of the general public in the United States a woeful misconception regarding Latin-American trade. Many of those who have discussed the subject in public, in private, or in current periodicals seem to have proceeded on the assumption that South American consumers' demands lay dormant awaiting the appearance of the Yankee traders. In some quarters our business men have even been scolded for not monopolizing the trade that was supposedly to be had merely for the asking and in not a few instances this has been coupled with the inference that the Latin-American trade "belongs" to us anyway—perhaps on the supposition that the Monroe doctrine extends to export activities.

In cold reality the situation is very different indeed. The South Americans not only recognize no obligation to trade with the "big brother of the North," but the circumstance that ties of ancestry and language link these countries to Spain and Portugal, exerts a certain influence in the trend of trade. Then, too, neglect of this South American market when we didn't need it is, naturally enough, telling against us now. The English, and especially the Germans, have improved the opportunity to not only cultivate the Latin-American market to the utmost, but to entrench themselves as strongly as possible. And these Teuton and British rivals are not philanthropists by any means. Some of the stories that have lately come to American exporters of goods willfully damaged on dock at the receiving port, etc., can probably be justified only by the logic that in war as in love all is fair, but the fact remains that it is a condition and not a theory which confronts the American manufacturer or merchant seeking a foothold in South America, and if he expects to win without a fight there is probably an unpleasant surprise in store for him. But for all that our commercial pioneers have encountered in South America a great many difficulties never dreamed of by the arm-chair traveler, there remains the encouraging fact that our trade with the Latins of the New World has increased tremendously since the dawn of the present century. A decade ago—or, to be exact, for the fiscal year ending June 30, 1902—our total exports to South America footed up to only about $38,000,000. Moreover, we were then, as now, one of South America's best customers for her coffee, rubber, chocolate, etc., and, in discouraging disproportion, our purchases from South America in that fiscal year 1902 amounted in value to more than three times what she bought from us.

Starting with that year, 1902, our shipments to South America increased steadily and with scarcely a slip-back, but the progress was, for some years, at a slower gait than it has been of late. Indeed, it was not until after the end of the first ten-year period of the century that our South American exports passed the $100,000,000 mark. This goal was reached in 1911, however, when the aggregate was nearly $109,000,000. Last year (when America's status as a manufacturing rather than an agricultural nation began to be clearly marked) the Latin-American trade took the greatest spurt in its history and for the year that ended June 30, 1912, the total movement was $132,000,000. This fast clip is being fully maintained, too. For instance, the month of October, 1912, developed a South American export trade of nearly $12,000,000, as compared with little more than $10,000,000 in October of the record-breaking year that ended last summer, so that there is little doubt that when the books are balanced next July all previous showings will be overshadowed. Incidently it may be mentioned that our sales of goods to Brazil in October, 1912, showed an increase of 56 per cent over the sales for the corresponding month a year ago. And Uruguay is a customer that in four years has increased her purchases of us fully 110 per cent—most of these purchases being manufactured articles that have had to meet European competition.

The upper picture shows a typical South American laundry, and gives a good idea of the great need of American machinery. The other illustration shows the natives in small craft swarming about an American vessel just entering the harbor.

While our manufacturers are thus winning the South American market, it is important to note that our purchases from Latin-America are also increasing all the while—not as rapidly, perhaps, as their purchases from us, but rapidly enough to be significant. We are no longer buying from South America three times as much as we sell her, but we do pay over her counter half as much again for foodstuffs and other raw material as she spends with us for manufactured articles and the like. This is a "selling point" to be borne in mind, because not a few of the eminent South Americans who have, in recent years, addressed our trade bodies and commercial organizations have rather grumbled that we did not buy more from South America and intimated that we could not hope for a larger share of the spendings of the Latin-Americans unless we reciprocated by patronizing them. Probably the critics who thus expressed themselves had not the figures at hand to discern the true state of affaris.

What does rather rankle the Latin-Americans is the preponderance of our pleasure-seekers and sightseers who prefer to tour Europe rather than to see the scenic wonderlands of South America. But on this score also the people who dwell south of the equator are in no position to throw stones, for there are no people in the world

who more keenly relish their pilgrimages to Paris than do the well-to-do South Americans or who more slavishly follow French fashion than do the monied residents of Rio and Buenos Aires. But even leaving all that aside, the tourist question is solving itself and every year finds an increasing proportion of vacation travel to South America. The spring of 1913 sees an unprecedented number of special cruises that will result in several of the trans-Atlantic lines sending a number of their leading modern passenger ships to all the prominent ports in South America.

This betterment of the facilities of travel to and through South America is being eagerly taken advantage of by American business men who have come to a realization of the fact that the only way to intelligently cater to South American trade is either to make a personal survey of the situation or else to entrust such a mission to a representative willing and competent to get thoroughly in touch with the situation ere any attempt is made to sell goods. And just here it may be noted that almost every Yankee commercial invader has found that he must make haste slowly in South America. The mere physical conditions are sufficient to demand this—the vast distances to be covered; the marked differences in climate that dictate the needs of the people in different localities; the circumstance that there are fourteen different systems of currency to be mastered in as many different countries; and all the rest. But dominating even these physical characteristics is the sentimental equation—the desire of the Latin-American to do business in a deliberate, even leisurely manner and to establish relationship on a social basis before proceeding to talk business.

Another manifestation, if you choose to call it such, of this same leisurely policy has proven the chief bugbear of many an American business man who has undertaken to place his products in the South American market. Reference is made, of course, to the necessity of doing business on six to nine months' credit, if the terms of European competitors are to be met. This situation, so trying to the American who has been accustomed to doing business at home at 30 days net, is likely to be greatly relieved when we have a chain of American banks throughout South America. Such financial support is no longer a mere idle dream. In fact, it was in furtherance of such a project that Mr. Morgan Shuster, in behalf of New York financial interests, made his recent extended tour of South America. With Amercan banks at strategic points in South America handling commercial paper for our business men with that same energy and liberality that the German banks in South America do for the Teuton traders, or even according the support and co-operation which British bankers extend to their countrymen, there should disappear almost the last impediment to that open race for trade, which is all your wide-awake American asks.

Several new influences, already accomplished facts, are furthering the cause of American trade in South America. One is found in the present era of better translations as exemplified in letters, catalogues and advertising matter more accurately phrased in Spanish and Portuguese—the last mentioned language being necessary, of course, only for the Brazilian trade. The cheap slip-shod translations that formerly earned smiles or frowns (both equally uncomplimentary), according to the temper of

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Wilbur J. Carr, Director of U. S. Consular Service has done much for the advancement of our South American Trade.

the prospective customer, are rapidly disappearing, and it is, happily, almost unheard of nowdays for an American house to solicit Latin-American trade by means of literature printed only in the English language. The short-paid or under-paid letter on which the South American "prospect" is called to pay heavy "postage due" because a mailing clerk in the United States carelessly affixed 2-cent instead of 5-cent stamps is another thorn in the side of trade that does not recur so frequently as formerly.

Improvement in the methods of packing American goods consigned to destinations in South America is doing as much as anything to create a favorable impression for us in Latin-American trade circles. Thorough and careful packing is particularly essential in the case of South American shipments not so much because of the length of haul as by reason of unfavorable unloading conditions at many of the ports and the primitive methods of transportation which must be resorted to in order to convey goods into some of the mountainous regions in the interior. While there are a number of splendid harbors in South America, there are other ports, particularly on the Pacific side, where shipments must be unloaded by means of lighters, inasmuch as the large vessels anchor in open roadsteds. With the possibilities of transfer under such conditions it is highly desirable that not only shall goods be securely boxed, but also protected in so far as is possible from the flying spray. Similarly, goods that are to go into the mountain districts on muleback or in crude carts have to be cushioned against the shocks if they are to arrive in good condition. Most European firms charge for packing, where American houses do not, but as a general proposition it is far wiser to pack carefully and charge for it, directly or indirectly, than to send out goods in flimsy or second-hand boxes and ask nothing for the service.

In conclusion it may be noted that there are in the United States a number of governmental and other institutions that are willing to extend, at little or no expense, every aid to the American business man seeking a market in South America. Conspicuous among these "intelligence offices" are the Bureau of Domestic and Foreign Commerce of the U. S. Department of Commerce and Labor; the Bureau of Trade Relations of the State Department, and the Pan-American Union, of which that leading Pan-American "boomer," Mr. John Barrett, is the director. One of the earliest questions to be determined, however, by every aspirant is in which manner he will woo the Latin-American export trade. He may export direct or he may employ the export commission house as a distributor. Each method has some advantages. The former holds out the lure of possible larger sales, while the latter presents the magnet of quick cash. If a manufacturer elects to export direct he must investigate the subject with a view to determining the relative merits of the plan of granting exclusive agencies and the scheme of establishing in each country entered a general agency designed to supply all retailers. And when the subject of traveling salesmen is under consideration it is to be borne in mind that there are local taxes on such salesmen in almost all countries, sometimes as high as fifty dollars in gold. Trademarked articles should also be protected by complying with a few simple formalities and priority of registration determines ownership.

MAKING *the* Sale SURE

Means and Methods by Which Returns Are Assured and the Prospect List Turned Into a List of Customers

By L. S. Weatherly

UNCERTAINTY—the sure uncertainty which accompanies a sales letter campaign—makes the average selling by letter plan a gamble. The try-out, of course, has done away with some of this uncertainty—or rather is capable of showing the way to avoid it, but absolute surety in making the sale is still a long way off. This makes of vital interest those methods that have been used and are being used, which—from their selling quality and difference—are making many customers out of prospects.

When the try-out has indicated a point of contact and the selling literature has been fashioned along that line, often the addition of some simple yet striking scheme will add a comfortable percentage to the pulling power as proved by the try-out. Or, as is sometimes the case, when the selling circular or letter is being planned along lines that experience has shown are right ones, some finishing touch only is needed to raise the standard of past good work and assure attention for the letter, circular or booklet.

A Nebraska man made use of a telegram order blank attached to a circular and secured excellent returns.

Using a Telegram to Good Effect

IN ONE CASE the manager of a newspaper circulation syndicate was at a loss for a closing feature in the proposition he was making by mail to country newspaper men. The ordinary circulation syndicate depends for its success mainly upon the ability of the field man, rather than on the inherent value of the plan. The syndicate must have from thirty to sixty per cent of the money taken in, in order to pay expenses and a profit, as the cost of getting the business is high and successful contests must pay for the losses—which are frequent.

The talking point which turns the business in most cases is the one that is not used directly. When the advance man is canvassing for contracts he is always careful to insinuate that if the editor with whom he is talking does not put on a contest, the "man over the way," in all probability, will. This selling point, introduced with skill at the right time, has won many a contract.

When, in the instance quoted, the manager had his booklet written—in a snappy, ginger style—it was found difficult to get a convincing climax—one that would close. The well-written pages that preceded discounted the final page that was relied upon to insure the contract being signed. The proprietor consulted an experienced publicity man who knew the ins and outs of circulation syndicate work. He, bearing in mind the talking point which had so often turned the trick, placed it obliquely in the form of a telegram, ready to send, on the inside final cover page of the booklet. This read as follows:

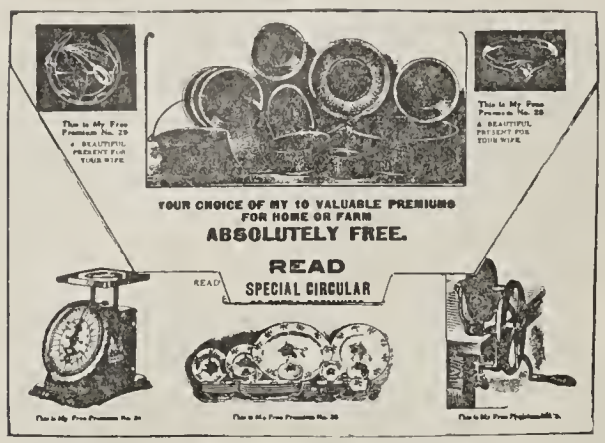
> The Blank Circulation Syndicate,
> Blankville, Ohio.
> Reserve, without obligation on our part, local rights to circulation plan, for ten days.

This "closer" did the work. The publisher reasoned that if he did not reserve the local rights, that the "man over the way" might do it, so a large percentage of those receiving the booklet wired in and within the ten days a man could be sent to a live prospect, instead of having to waste time and money on a miscellaneous canvass.

Insuring a Quick Reply

IN THE CASE just given the telegram was used to determine the prospect, not to make the prospect an actual customer. A Nebraska incubator man whose campaign for business has been uniformly successful, last season made use of a telegram order in connection with a circular that brought excellent returns and tended to secure an immediate as well as a sure reply. When unfolded so as to show the front cover design in full, the circular is sixteen and one-half by twenty-four and one-fourth inches. There are four pages. For mailing purposes the circular is folded three times to six and one-half by eight and one-fourth inches.

Pasted to the front page are three sheets, the first, an order sheet to be sent by mail, this being ready to fill in for an incubator or brooder or both, of any size. The second sheet is the price list. Because of the fact that no prices are quoted in the circular this makes it possible for different lists to be attached to the same circular, according



This folder has been very successful in securing direct orders, as it combines the strong points of catalogue, circular letter and order blank.

to the district in which it is distributed. Third is a telegraph blank, reading as follows:

> "Reserve for me one Number—incubator.
> Letter with enclosure follows."

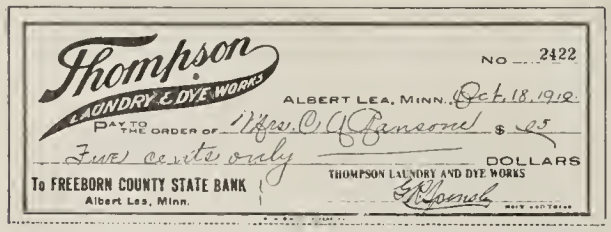
On the corner of the order telegram was the wording, "Fill in number of incubator desired, sign and send at my expense."

The size of these three blanks pasted on the regular page of approximately five and one-half by eight and one-half inches.

The use of blanks of this kind, particularly the method of attaching the edges by means of paste, is a device that may be utilized in many cases where it is not desired to print, in the main circular, the prices of the commodity sold. The modifications of large circulars or "show sheets" and smaller attached sheets —in this case three in number—is endless and offers a fertile field for the ingenuity of the mail sales campaigner.

How to Get the Letter Read

THE SMALL TOWN man who sets out to get his letter read is not confronted by as difficult a problem as the city man, who must arouse considerable interest before he can get replies. But on the other hand the country man with a small list must get a



"We just want two minutes of your time and are willing to pay for it at the rate of $10.00 a day."

much larger percentage than the city man. Where the latter is content with ten per cent, the former must secure from thirty to sixty per cent in order to make his letter pay.

A small town launderer has used a modification of a city scheme with excellent success. City life insurance men, tailors and even department store men have successfully employed the plan of paying the prospect for his time; this launderer has proved that a modification of the same plan can be used on a small list.

In order to get a list the launderer noted carefully the women who had not ordered dry cleaning from him and yet who were good laundry customers. To this is added the names of all women where the "head of the house" is making one hundred dollars a month or more. To this list he sends a circular letter stating concisely how well he can handle dry cleaning work and how much it pays to have such work done. Accompanying the letter is a check for five cents.

The lead paragraph of the letter is as follows:

> We know your time is valuable, and are willing to pay for it at the rate of ten dollars per day. We just want two minutes of your time, and although this letter is of itself well worth your while, we are willing to pay you for the two minutes it takes to read it, for which we enclose you our check for five cents.

This plan is one which proved a puller both locally and in the immediate surrounding towns; the plan was tried two years ago and the manager of the laundry states that over sixty per cent of the total number of checks issued had so far been returned to the bank, with an occasional check turning up now and then. This meant that above sixty per cent of the letters pulled business —a remarkable showing. The gross amount of business secured on first orders from the letter and list was to exceed three hundred dollars.

Making the Postal an Order-Getter

AN IOWA NURSERYMAN makes great use of postal cards as a means of getting the order. While he uses them in every possible form, yet he has found that two cards, one an "acceptance" postcard and the other an "examination" postcard, secure the largest percentage of orders. The acceptance postcard is one bearing the following acceptance:

> I accept your offer of the one hundred plants of your best named varieties of summer and fall bearing strawberries at the special price of $10.00, including your gift of the free advertising orchard.

The rest of the postcard is taken up with instructions for shipping and the promise to pay five dollars when the plants reach the patron in good condition; a remaining payment of five dollars comes due in the fall. A guarantee is also added to the card as a clincher, being in the form of an agreement to refund the money in case the plants do not bear exactly as claimed.

The examination postcard is one embodying similar matter, but one which features an offer of a premium of a gold watch, used as an extra inducement with which to introduce a new kind of strawberry.

These postals have the advantage of being cheap and easy to put in the mail—the farmer can sign one of these and drop it in the mail-box while he might be looking around for an envelope—and consequently they are found to be excellent business-getters.

The pos card order is suggestively handy as it requires only to be detached along one side.

(Continued on Page 118.)

SERVICE *in a* MODERN RESTAURANT

A Detailed Account of the Active Maneuvers that Go on Behind the Closed Doors of the Kitchen in Contrast to the Quiet, Graceful Movement of the Waiter while in the Dining Room

By William J. Miskella, M. E.

WHEN a man enters a modern restaurant of the better class, he expects to get service. That, in addition to the quality of the food served, is the most important consideration to the good customers—the men who go to these places regularly and particularly at noon time. Business lunches, that's what they are, served to business people, and they have to be served in a businesslike, systematic way which will please—at any rate which will not displease—those patrons who are either owners or employes in establishments conducted upon systematic principles.

The public makes such a demand of a large restaurant in Chicago know as the "States" and covering the entire ground floor of the Republic building on the corner of State and Adams streets. This institution has a floor space of 10,000 square feet, a seating capacity of 850 persons, and employs 150 waiters.

Its service is typical of the average house serving meals to the particular man at popular prices. Few people know or even stop to think what sort of a kitchen and what kind of a system must be used in a place of this kind in order to get the food to the table just as it is ordered, get it there quickly and at the same time as quietly as possible. It was with this idea in mind therefore, that the accompanying diagram showing the layout of this typical restaurant kitchen was made up. And in order to properly explain the system used a meal eaten there by the author will be taken as a basis and the various steps necessary in the serving of that meal described in detail. His selection from the many items an the bill of fare was as follows:

1—Radishes, Blue Points, Olives.
2—Consomme Printoniere.
3—Baked Trout, Cardinal, Parisienne Potatoes.
4—Sweetbread Cutlets, Jardiniere.
5—Raspberry Punch.
6—Roast Stuffed Turkey, Cranberry Sauce; Mashed Potatoes, New Carrots and Peas.
7—Romaine Salad.
8—Vanilla Ice Cream, Assorted Cake.
9—Young American Cheese, Crackers, Coffee.

The prefix numbers on the above selection correspond to the same numbers on the chart, and the following tabulation, also prefixed with these same corresponding numbers, gives a general idea of the operations that the waiter has to perform in order to serve this meal:

1—Oysters—(a) Check, (b) Tray, (c) Table, (d) Oysters, (e) Radishes Olives, Crackers, (f) Butter, (g) Check.
2—Soup—(a) Check, (b) Table, (c) Soup, (d) Check.
3—Fish—(a) Check, (b) Fish, Potatoes, Garnishes; (c) Check.
4—Entree—(a) Check, (b) Sweetbread Cutlets, (c) Check.
5—Ice—(a) Check, (b) Punch, (c) Check.
6—Roast—(a) Check, (b) Tray, (c) Steam Table, (d) Vegetables, (e) Check.
7—Salad—(a) Check, (b) Romaine Salad, (c) Check.
8—Ice Cream—(a) Check, (b) Vanilla Ice Cream, (c) Check.
9—Cheese and Coffee—(a) Check, (b) Tray, (c) Coffee, (d) Cream, (e) Check.

When a man enters a restaurant of the better class he expects to get service.

As it was a Table D'Hote dinner—a meal eaten by the larger percentage of patrons—a short-cut in the clerical work required of the waiter is introduced in the way of a rubber stamp imprint which is put on the serial numbered check given to the waiter when he gets the silverware, ice water and rolls. This short-cut is performed by the checker, who stamps the following list of operations on the face of the waiter's check when it is first presented to him:

OYSTERS
RELISHES
SOUP
FISH
ENTREE
ICE
ROAST
SALAD
ICE CREAM
CHEESE
COFFEE

As the liquor account is usually handled separate from the food department, this item does not appear, so the waiter goes direct to the service bar to get whatever is ordered in that line. However, when the customer is ready for the oysters, the system begins to work in earnest. There are two checkers at the check desk, one of whom looks after the interests of the kitchen management and sees all checks before any courses are served. He knows when food runs out, takes steps to order an additional supply in some cases and in many instances saves both the waiter's and the customer's time by telling him, before he has to find out for himself, for example, that a certain article is not available. The second checker looks after the interest both of the patron and the restaurant and draws a line through each successive course as the trays are shown to him just before being taken into the dining-room.

There is one general route taken by all waiters through the kitchen and this is represented on the diagram by the heavy dotted line. It will be noted that this route is in the center portion of the kitchen and as near as possible to the kitchen entrance and exit doors, for every step that can be saved

in getting the courses out of the kitchen, with due regard, of course, for the adherence to certain rules regarding the path to be followed, regardless of how simple the mission to the kitchen is, means quick service from the customer's standpoint and the availability of waiters to handle more patrons from the restaurant manager's standpoint.

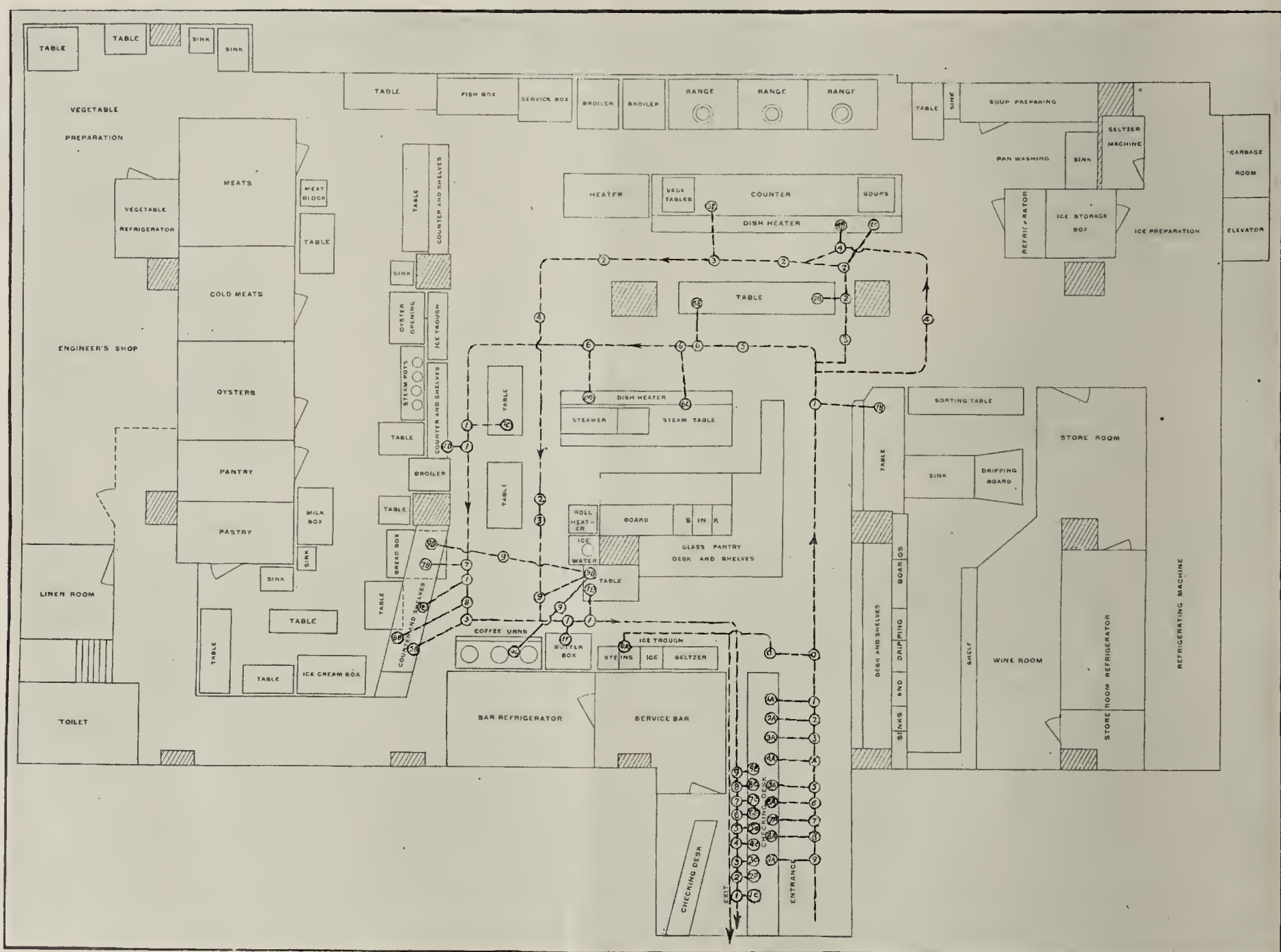
Now take up the various courses in detail—in this establishment it is customary to serve the radishes and olives with the oysters, and for this reason these items are placed in the same locality in the kitchen so that they can be taken with the least amount of effort. To serve the first course, then, the waiter, first, shows his check to the first checker, who may look at it or not as she chooses. He then picks up a tray, carries it over and places it on a table on the left hand side of the room, takes the radishes and olives from the shelves nearby, places them on his tray and then prepares the blue points, which, of course, are already opened for him by the attendant in charge of the refrigerators stationed on the opposite side of the counter. Ordinarily the waiter assembles garnishes and dishes out the food personally and does not, as it is generally supposed, receive it from the chef on a plate all ready to be carried out to the dining-room. That is the practice in another class of restaurants where the waiter's memory is depended upon to fulfill the part played by the check in this instance and where service does not count for so much. Therefore, the waiter in preparing the blue points for the table, first takes a plate, spreads it with chopped ice, lays on the blue points on half shell, carries the plate over to his tray on the table, and then proceeds to the second checker's desk to have the oysters crossed off his check before he is permitted to take them from the kitchen.

When the customer is through with the oyster course, the dishes are removed from the table, placed on the tray and left, usually, tray and all on the table at the right of the entrance aisle. The dirty dishes are taken at once by the attendants inside of the washing section and placed in the sink, from which they are taken when cleaned and placed on the dripping board. They are then automatically sorted by the dish wiper and placed on the sorting table to be taken away and distributed by other attendants.

To serve the soup course, the waiter gets either a new tray or keeps the one which he used to carry out the oyster dish and proceeds to the table in front of the soup counter. He dishes up the soup, carries it to his tray and then proceeds on around the regular course to the checker's desk which is near the exit.

The fish course being next, he again places a tray on the table near, takes a serving of fish out of the heater, adds the vegetable and proceeds to the right.

Likewise, with the entree course, he assembles the meat and vegetables just the same as in the preceding course, while the



Courtesy of O. B. Stimpson, Manager The States Restaurant, Chicago

ice course is served to him over the counter by a pastry attendant.

The supplies for the meat course are cooked in the back part of the room, the meat sliced, and then placed in the steam table inside of the waiter's "loop." The dishes are all kept warm in the steam-heated oven adjacent. The potatoes, carrots, peas, gravy, etc., are all easily accessible so that the waiter may not be delayed in getting the order made up. The ice cream and cake are gotten from the pastry section of the kitchen, the same as in the ice course. The coffee and cheese are then served and the meal is complete.

There is perhaps no more complicated and difficult problem to solve, from the scientific management viewpoint, than that of catering food to the public. Not only does everything have to be perfectly clean and sanitary, but there must be very little waste of foods from accidents, improper refrigeration, etc. The manufacturer making a good profit on his product will not have to worry over a 10 per cent spoilage half as much as the restaurant manager would, because his overhead expenses are so heavy and the variety and the great variation in the raw product do not give the attendants time or practice to become accustomed to handling the articles efficiently. In fact, it would be difficult to attempt to correct any of his handicaps by an application of the piece-work system.

It is interesting to observe the number of different kinds of refrigerators required in an establishment and also their arrangement which, while not ideal, is usually a compromise to fit controlling conditions. There are separate refrigerators for fresh meats, cold meats, vegetables, pastry, milk, oysters, fish, etc. Fish has to be stored in a special way because it has to be kept in contact with ice.

The refrigerating problem is an extensive one and difficult because of the frequency with which the doors are opened. An innovation is introduced in the oyster refrigerator by placing the shelled oysters in small drawers which may be pulled out and the oysters removed without having to open the door of the refrigerator. Milk, which is so likely to become contaminated by other foods, has to be kept in a separate refrigerator, and cheese, which should not be kept in a refrigerator at all, is stored in still another individual box. This box is not located on the layout, but is suspended from the ceiling just over the milk box.

Another commendable feature in the layout of this kitchen is in the location of those departments which have a lot of refuse and waste in preparation, the vegetable department, for example. These are located near

(Continued on page 119)

The Man with the Fixed Idea

By Herbert Kaufman

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MAKE YOUR PLANS before you start—choose your destination before you buy your ticket. Don't wait until you have reached the end of your journey and then decide where you're going. Many a man has dried up in a little wayside opportunity merely because he lacked the courage to acknowledge to himself that his judgment had landed him in the wrong spot.

YOU CAN'T TELL what you're best fitted to do until you've fought for a few things fit for the fighting. Now and then rifles accidently hit bulls-eyes, but every championship record is the result of lots of practice and a good, steady aim.

COLUMBUS did finally stumble into America after much aimless wandering, but don't forget that a great many of his predecessors went down in the Atlantic gales because they set sail without a definite port before them.

THE BUILDER who hasn't decided how high to run his walls before he digs his foundations, takes too much of a chance—he's apt to make his foundations entirely too weak to support the "afterwork."

-:- -:-

KNOW WHAT YOU'RE AFTER before you start out for it. The "pig in the poke" system is dangerous. The pig is apt to bite your hand just as often as your hand is likely to grasp the pig.

DON'T RELY ON ACCIDENT to start you—accident doesn't run on schedule and hasn't a habit of happening in the same spot twice. The Fixed Idea is the motive power that has driven most men to attainment. More plodders than geniuses have reached eminence. The sail boat without a keel is unsafe. Persistence and doggedness oftenest bring results. Hard work is common coin in the realm of success.

THE MUSICIAN who aspires to become a maestro must look down to years of practice before he can look up to the hour of acclaim, and once he has received recognition he must keep practicing just as hard to hold it. The gift of music and the love of harmony are only half—it's the fixed Idea, which keeps his fingers on the keys, hour after hour, day after day, that brings him to his goal.

THE LAWYER and the illustrator and the scientist must all pay the same price. The master of railroads must strive just as earnestly and centralize his efforts just as intensely today as when he was grasping for control. You must make sure of what you want to do, you must feel sure that you have the courage as well as the temperament to do it and then Do It.

-:- -:-

ONE FAIR IDEA unhesitatingly followed out is better than a dozen excellent plans none of which receive concentrated attention. Spurts don't count. The final score makes no mention of the splendid start if the finish proves that you were an "also ran." Only the steady last. Call to mind a dozen men who have made their mark—choose them from trade or profession—and you'll find that at least ten out of the twelve were men who hung fast to a "fixed idea"—who held on despite setback and reverse—who endured self denial and difficulties—and won out because they didn't peter out.

THE WORLD doesn't take men seriously in the beginning, but always changes its mind when a man makes good. But the world's so old and has had so much experience with the human race, that it puts every man down to a basis of zero, and only acknowledges that he's above it when his gauge moves up to the mark that his own confidence has set and his own ability attained.

BETWEEN the LINES of LETTERS

How the Expert Correspondent Reads More Than the Mere Words of the Letters He Answers and Dictates His Reply From the Very "Feel" of the Letter

By Harrison McJohnston

"GET back of the man's letter and talk to the man himself," advised a director of mail sales in a large wholesale mail-order house. "If you can't see the man behind the letter," he continued, "don't consider yourself an expert correspondent; for that is the first and, perhaps, the greatest principle in expert letter writing.

"Just as the personal salesman sizes up the character of his man and then talks frankly on that man's level, neither beneath nor above him, so must the mail salesman learn to *talk* to his prospective customers," continued this employer and director of expert correspondents.

"In this respect he is somewhat handicapped by the personal salesman; for the correspondent must more or less intuitively read between the lines of the letter what the personal salesman reads in the lines of his prospect's face. Yet not so much intuitively, for by a hundred little indications the expert correspondent can judge of the sincerity, truthfulness, attitude, real meaning and real thoughts of the man behind the letter he answers.

"For one thing the expert correspondent knows that when it comes to writing a letter, thousands of otherwise good business men find it difficult to say exactly what they mean. Often customers will write down almost the opposite of what they would say were they talking face to face with a representative of the house. It is the correspondent's business to read between the lines—or around them, if the lines are too few as is often the case—not only the true literal meaning of the words, but also the motive, reason, or the reasoning back of them. He must instantly sense the fact when a writer tries to hide his true feelings; for often the writer voluntarily covers up his real thoughts.

"Sometimes this is what may be termed sharp practice, as in the case of a man who wrote 'not here' across the unopened envelope, which he knew contained a collection letter, and returned it. The expert correspondent, however, compared the handwriting with examples in his files, then apprised the delinquent of the fact with a letter like this:

> "My Dear Sir:—
> "Several days ago you marked my letter 'not here'—at least a handwriting expert tells me you did. Now, I'm not trying to drum up trouble for you nor undue exertion; but I know you agree that the enclosed bill really should have been attended to several weeks ago.
> "Let me have a check by return mail, and we'll forget the handwriting on the envelope.
> "Yours very truly,
> .....

"In this case the correspondent gave the addressee a chance to read between the lines and the man sent payment by return registered letter.

"Another example is a letter from a lawyer in a small western town who wanted to buy some things for personal use at wholesale prices. His letter in response to our refusal was sent to a branch house. It was written apparently with a rusty stub pen, on a poor grade of dirty paper, but was sent in a very good bond paper envelop—a combination to be suspected. The letter read:

> "Gentlemen:—
> "I am sorry you refuse to send me your latest catalogue. I am a new beginner and have not got any letter head printed so far, but I will have them printed as soon as possible.
> "I am willing to put in a stock of your goods here for cash, as no one here now deals with your house. You seem to think I'm not in business, but I am. I am willing to put in an assortment stock of your goods. I hope you will be so kind and send your latest catalogue before the Holidays come on.
> "Yours very truly,
> .....

"To the expert correspondent this letter contains a number of small but important pointers to fraud; the stationery used excites suspicion; your 'latest catalogue' tells that the man had received one before, and reference to 'dead accounts' shows that he had purchased goods two years before for personal use only. 'New beginner' is a conscious mistake, because other parts of the letter show that he is educated. Then, too, he dodges the main issue—giving concrete proof that he is not a retailer who wants goods to sell again.

"He says we have no customers in the town, thinking the branch house would not know that several dealers in that town are customers. He says he will pay cash, and is willing to put in an assortment of stock. He does not say he will do it, nor when. Clearly this man is 'bluffing' to get a wholesale catalogue."

It is comparatively an easy thing to tell when letters are not sincere, just as it is easy to read honesty, or the lack of it, in the man you talk with face to face. But where the letters do not deliberately try to deceive, yet hide the real feelings of the writer, the correspondent has a more difficult task. For instance, now and then a man belittles the cause of his complaint. Here is an example:

"Most of the things you sent were in good condition. A few of them were damaged," wrote a new customer. Now the damage here may or may not have been trivial. The correspondent could not tell, unless he could see the man behind the letter.

Previous correspondence usually would tell plainly whether this man might not complain in case the damage really warranted it. But in this case there is no previous correspondence. Therefore the expert correspondent would play safe, covering both contingencies. He would not encourage complaint, but, at the same time, would ask for details and take opportunity to impress the fact that his firm wants everything to be delivered in good condition. In this case, one paragraph of the reply letter reads like this

> "Even if the damage were trival, we want to make it right. Perhaps a few of the inkwells or some of that crockery were slightly chipped. If so, tell us."

On the other hand, the complaint man, more than any other official, must be on his guard, because it is natural for a man with a grievance to overdo his viewpoint when there is cause for complaint. Usually, however, by putting two and two together the man who handles mail complaints can easily determine correctly the degree of truth and sincerity of the man behind the complaining letter. For instance, one man asks an allowance on fireworks because the quality is poor, while the size of his order plainly indicates that he overbought. Another man says he is holding an order until the complaint is adjusted, which, of course, is a threadbare club, and no good complaint man will submit to it.

Often, as in the case just cited, the correspondent's reply must cover several possible interpretations. If a letter says "One

package was missing," it might mean one article out of a package or the entire package in case more than one package were sent. A single letter must cover both possibilities, yet play safe. This is what the correspondent said:

> "Report all such losses without delay, even if only one item is missing, the same as if an entire package containing several items were missing."

This paragraph subtly shows that the correspondent thought only one item was missing, yet gave the customer a chance to come back at him without cause for offense, in case the loss were one entire package.

Again, in the case of retail mail order selling, "This overcoat doesn't fit" may mean that the man doesn't like it or that he made a mistake in the measurement he sent in. Both possibilities must be covered in a single letter, with the aim of fitting that man—telling him how to measure—or of selling him another coat.

In the same field of correspondence another man writes "I ordered a number 42 union suit. You sent number 38." But the order in the man's handwriting plainly calls for number 38. In reply to this, the 'cub' correspondent might easily write an "I-told-you-so' letter, or he might take the easy way of saying nothing much, letting the customer think the mistake was on the house—and chance to lose the man's patronage. But the expert correspondent in this case did not acknowledge a mistake. Instead he took time and tact to explain that there were several other 38's in this man's order, that therefore, no doubt, he had written 38 in this case, but meant 42—an easy mistake for anyone. Most letters, as in the case of most men, are honest. Nevertheless, the correspondent must be on his guard. As a rule he can spot the "sharp practice" letter unerringly by a slight direct hint or the general tone of the letter; or, perhaps, a little cue that causes him to scrutinize previous correspondence with a definite end in view. For instance, this letter to the claim department of a wholesale dry goods house:

> "Dear Sirs:—
> "The selection of sweaters you sent was not a good one. They are not worth the money. I can't sell them at a profit. Will you take $150 for the lot; or shall I return them?
> "Yours,
> ....

"Instantly, the correspondent senses insincerity in this letter, because the writer does not seem to be offended as he should be if he sincerely thought the house had deliberately sent him a poor assortment. His previous letters are found to lay great stress on letting the wholesaler pick the assortment—which, of course, plainly suggests that he had in mind the day when he should write the letter of complaint. Here again it is simply the matter of putting two and two together.

Often such a little thing as the post mark will serve to put the correspondent on his guard. An advertised proposition of interest to farmers drew a big-city-picture-postal card request with a cancellation stamp indicatiEg that it had been mailed on a train—a road that did not pass through the small town given as the address of the writer. It was written in lead pencil. The initials of the writer's name were not written in capital letters, yet the punctuation was correct. A farmer would not write such a letter, and, above all, would seldom mail such a letter on the train.

Further inquiry drew out the fact that the postmaster at the country town given as the address of this "farmer" had been asked to forward mail for that party to a city address.

"Get back of the man's letter and talk to the man himself."

But, as a rule, the contents of the letters themselves plainly tell the real mind and motive of the writer; and not always, as already suggested, is the hidden meaning perverted. But if it is, the correspondent wants to know it to protect his firm; and if sharp practice does not lie back of pervasive words, the correspondent wants to know that, too; in each case, so that he may strike at the root of facts in the letter or ask questions that will dispense with any ambiguity.

He must look for the opposite of sharp practice; for often an offended customer feels that he is too much of a man to complain about his grievance, just as a consumer feels that a grievance against a retailer is too slight to complain about, yet sufficient so that the consumer does not give that retailer any more of his patronage. Such letters are hard to detect.

In response to the inquiry of an eastern manufacturer as to why they had not lately received any orders, one western retailer wrote like this:

> "Dear Sirs:—
> "For the last few years the coal business has been in a precarious condition, of which you are probably aware, and we have been placing our business closer at home that we might stimulate coal business a little bit. Possibly some time in the future we will be able to renew our business acquaintance when conditions will permit it."
> Yours truly,

Plainly here was merely an excuse, not the real reason, for this man's business had stopped abruptly from a fair sized account to nothing. The correspondent dug for the real reason in the last orders this man had sent them; and he found that this dealer had also purchased a lot of goods on which many complaints had come in from others. A diplomatic letter got this dealer to acknowledge that the correspondent had rightly guessed the reason. The matter was adjusted quickly and the profits on this man's orders in one month much more than paid for the loss of adjustment of a grievance this merchant did not want to take the trouble to tell them about.

Another letter read:

> "Simply neglect, that's all. Have no grievance at all."

But the correspondent knows there is a reason for the neglect. His task is to get it.

Another man said:

> "Everything is *very* satisfactory, except this town seems no good for us."

Instantly the correspondent sees the paradox and knows that something has gone very wrong. In this case it was a delayed shipment—a fact gleaned from old correspondence. Then the correspondent started a series of personal letters that emphasized improved shipping service, finally getting this man back as a good customer.

Another letter read:

> "Our dealings with you have been satisfactory. Mr. ——— has been away since June, which accounts for a let-up on orders with you. He is expected back in a few weeks now."

Here the phrase "with you" just after let-

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MAKING TRADEMARKS PAY DIVIDENDS

Some Practical Suggestions Relative to the Use and Abuse of the Protection Given

By A. P. Connor
Consulting Engineer and Patent Attorney, Washington, D. C.

AN IMPORTANT trademark is as valuable to many a concern as its capital, as it is the silent influence that causes the goods to be sold. A business man who is acquainted with the laws that govern trademarks is in a position to make them pay highly, and to know what further enactment of statutes are necessary to protect his interests in the matter to better advantage. In fact, a trademark acts to a great extent like "Goodwill," but in many cases has an even broader influence, and may be said to acquire some of the characteristics of a patent on an invention, and the two influences tend to make it a very important asset to a business.

How a Trademark is Registered

THERE are two ways in which a trademark may be registered in the Patent Office, and it is a question of policy on the part of a concern as to which it should choose. The first way is to register under the "clause" law, which requires that the trademark to be registered has been used continuously since ten years prior to February 20, 1905. The second way is to register under the present law, which has several restrictions in it, for the purpose of keeping trademarks within better defined lines than was possible under the old law.

The restrictions of the present law are:

The mark to be registered must not be so identical to a known trademark, which is in use by another, as to cause confusion or mistake in the minds of the public.

A name of an individual, firm, corporation or association, not put in some distinctive form or in association with the portrait of an individual, is not registrable. A trademark which is a mere geographical name is not registrable. A portrait of a living individual cannot be registered as a trademark without his consent evidenced by an instrument in writing. A red cross, or descriptive words to that effect, so that confusion with the emblem of the American Red Cross Society might arise, is forbidden as a trademark under the present law, and penalties are attached to punish those who use it illegally.

The above restrictions do not apply to registrations made under the clause laws, but the following restrictions apply to all trademarks: Trademarks which comprise scandalous or immoral matter, or which comprise the flag, coat of arms or insignia of a country, state, municipality, or fraternal organization, cannot be registered.

The Protection Given

THE question which often arises in the mind of the public is, What does the registration of a trademark protect? These may be stated definitely as follows:

First, the registration covers a period of twenty years, and is renewable for like periods from time to time upon payment of the renewal fee to the government.

The protection extends to the classes of merchandise for which the trademark is used by the registrant. It does not extend to classes in which the mark is not registered.

The registered mark provides for the recovery of damages in case of infringement; the right of injunction against offending parties; the delivering up of infringing labels for destruction; and the prevention of the entry into the country of goods bearing an infringing mark.

The courts will give great weight to the certificate of registration, and will consider it as prima facie evidence of the ownership of the mark. In a suit, registration will put the burden of proof on the party not registered.

How Registration Can Become Ineffective

THERE are comparatively few who appreciate the fact that a trademark registration may become ineffective in other ways than by the expiration of the registration period, and the overlooking of this point is often an expensive one. The first way in which a trademark may become ineffective is by its abandonment by the original registrants, in which case it may be taken up by anyone. If the mark is not used continuously it becomes abandoned even if the concern takes it up again later. An example will illustrate this clearly: B registers his mark and uses it for twelve years, and then omits to use it for a year, and then reuses it again. During the intervening year C uses the mark and keeps up the use after B recommences to use it. C has not registered his mark yet. Then at some subsequent time C applies for registration and proves the facts given above; he will be given the benefit of the registration and B will lose.

An important trademark is a valuable asset.

Another case in which a concern is apt to lose the benefit of its registration is by omitting to use the goods with the trademark in interstate or foreign commerce. Should it confine the use of the trademark to the state it is in, it would not be protected by the Federal courts in its registration.

The pure food laws are not generally known to be effective in making a trademark ineffective, which fact can be readily appreciated by the examination of many of the labels of well-known articles. This feature mainly refers to goods in the food and drug lines. The following example will serve to illustrate the action of the law on a trademark. X, a chewing gum manufacturer, states on his labels that his chewing gum has one per cent of pepsin in its makeup, but as matter of fact it only contains half of one per cent. In a suit of interference such fact would be fatal to his right to the mark, if it was proven by analysis that he did not absolutely live up to the statements on the labels.

How to Prevent Registration by Other Parties

WHEN the Patent Office deems that a trademark is sufficiently qualified to pass all legal criticisms against it, it is published in the Patent Office Gazette, and

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Congressman elect B—— was smoking a Pandora Pantella when notified of his election.

CASHING IN on the UNEXPECTED

Some Sales and Publicity Stunts That Caught on Because They Were Timed Right Up to the Minute

By M. K. Powers

MAKING *hay while the sun shines"* is the old-fashioned, easy-going way supposed to lead to success—but the present day merchant hunts for the silver lining in the darkest cloud and then rips it out for use in his own pocket.

In an Eastern college town some years ago a sudden rainstorm came up just before noon of the day of the big football game. The town was crowded with visitors in holiday clothes. At once raincoats jumped to a premium. The head of one men's furnishing store, located on a side street, did some quick thinking. He realized that he was not situated on the street where out-of-town buyers would naturally look for retail stores. He hired two boys to dress in raincoats and rubber hats and parade the town and campus bearing a sign aloft between them, reading *"We bought these coats at Baxter's, corner of Young and Maple. Lots more left."*

One year later while talking over the sale that resulted that day, this merchant said: "If I could buy a rainstorm for tomorrow's game for $250, it would be a good investment for me. Last year I cleaned out every bit of stock I had at the full price in barely three hours. I certainly made hay while the rain poured."

NOT OFTEN will the ability to grasp an opportunity and make the most of it bring such tangible results so promptly and profitably. Occasionally, however, there are times when it will bring about an increase of trade sufficient to turn slow failure into quick success.

Near a large private school, in a western city, a merchant started a small school-store, carrying the usual line of candy, knick-knacks, fruit and other commodities that the young schoolboy demands. As he was a long block nearer the school than his nearest competitor, he naturally felt that he would catch the lion's share of the trade that daily passed his doors. Contrary to his expectations, however, the youngsters proved creatures of habit, and although they occasionally stopped to look at his window-displays, they rarely entered his store. The future for the new store looked dark.

One day one of the boys hurried into his store just at noon and asked for some red ribbon. The merchant luckily had a small stock and sold him half-a-yard. After the boy had paid for it, he tied it in a bow in his button hole. The merchant inquired what the ribbon meant. "Oh," said the boy, "we've divided the school into two camps—the Reds and the Blues—and we are each going to wear our colors."

At once the big idea came to the merchant. "Here," he said, "take back your money and go over to the school and tell the fellows that we are going to give every fellow that comes over here his ribbon to wear." With that he hurried his daughter down to the nearest notion store for a plentiful supply of the two colors.

Even before the ribbon was back, the store was crowded with enthusiastic boys. Almost every boy bought something as he waited in line for his free ribbon, and the trade-friendships begun that day lasted so strongly that today the new merchant practically monopolizes the trade of that school. And his total cost was—well under one dollar.

A RUNAWAY delivery-wagon smashed into a plate-glass show-window of a drug store. The usual crowd gathered to inspect the damage. Almost before the first crowd had broken up, a large muslin sign, stretching across the back of the window, announced "A Runaway Horse Knocked out this Pane, but if you have a Pain, we can Knock it Out for You at far less Expense." It did not make many actual sales, but it brought the store valuable publicity, because every passerby who read it laughed over it and later told his friends about it.

That same drug store keeps the crowd amused and interested by displaying a window-card headed, "TODAY'S DELICACY." The clerk who is responsible for the soda fountain sales, sees that some new name appears each day on the card, referring to some prominent news item of local or national interest. Around election time "Wilson Highballs," "Bull Moose Sundaes" and "Big-Bill Smashes" predominated, followed immediately after by "Balkan Bitters" and "Constantinople Creams." It is said that purchasers find these various "novelties" suspiciously like certain old familiar delicacies, but the numbers that accept the timely suggestions prove that the card is noticed.

A TYPE of sign that always attracts attention is the insurance banner that occasionally appears on the ruins of a burned-out block or factory. A recent sign of this

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Every passerby who read it, laughed over it and later told his friends about it.

THE CLEARING HOUSE

A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

The Sugar Industry in Peru

SUGAR CANE is grown in all parts of Peru where the climate is warm, but its centre of cultivation is in the coast region, says a writer in *Peru Today*. This coast region is practically a plain 1,400 miles long by 30 or 40 miles wide, and is formed by the erosion of the western base of the Andean plateau. Excepting in the extreme north, it is very dry, but it is crossed by some sixty valleys of great fertility.

The rivers which water these valleys bring down enormous volumes of water during the season of heavy rains and of melting snows in the high mountains; the greater number drying up during the rest of the year to such an extent that the water in some of them scarcely reaches the sea. The overflow from these rivers has contributed to make these productive lands, well provided with the elements essential to a proper development of plant life.

Thomas F. Sedgwick says: "The land and the climate work in harmony to secure good crops, and while it is true that in many districts from 18 to 22 or 24 months are needed for the cane to ripen, in other parts of the coast only 16 months are required. On some lands under favorable conditions, up to 90 tons of cane per acre may be obtained, and in some plantations an average of 60 tons, and even more, by intensive cultivation.

Sugar cane growing at Humaya, Peru.

"At the present time the average production in the good plantation is probably from 35 to 45 tons per acre (4,047 square metres).

"The following table gives a general idea of the average quality of the sugar cane of Peru:

Saccharine matter	15.77%
Fibre	15.00%
Moisture	66.02%
Density (Beaume)	11.7%
Brix	20.87%
Pure Juice	89.68%
Saccharine	18.71%
Sediment	00.47%
Glucose	00.45%
Tons of cane per acre	40.00

Foreign Mining Costumes

THE American mining man abroad is impressed with the costumes worn by the miners of the different countries, and even in different sections of the same country, says C. L. Bryden, in *Mines and Minerals*.

The peculiarity of the Cornish miner's outfit is his hat and the way he carries his candle. The hat is broad-brimmed, stiff and heavy. In the Cornwall district a plastic clay is obtained to act as a candlestick. A mass of clay about the size of a baseball is kneaded into shape by the hands, and, after passing the candle through the center, is slapped into the crown of the hat, where it holds firmly. As the candle burns shorter the miner pushes it through the clay. The candles are made specially hard, as the heat in the lower levels of the tin mines would soon melt the ordinary candle.

The illustration shows two American professors in the costume of the Saxon miner at the mine Himmelsfurst, which is one of the few mines of the Freiberg district which is profitable to operate. The peculiar hat is of stiff felt, quite heavy, but good to protect the head from falling rock and bumps. A piece of muslin cut to fit and cover the head and having long streamers to tie in a bow in the back is worn under the hat.

The lamp box is made of wood and lined with brass. Centered in the bottom of the box is a small cup to hold a candle. A little to one side is a wooden peg upon which the miner can put a specially made oil lamp, if he wishes to use a glass slide front, which, when not in use, is slid into a compartment at the back of the box. The glass front is only used in rapidly moving air-currents. On the back of the box is a long copper hook, which serves as a handle or as a hook by which to hang the lamp on a leather strap passing around the miner's neck.

American Professors in Costumes of Saxon Miners.

New York's Harbor Endangered

THE whole country has an interest in the question whether the harbor of New York is to be made available for the new style of steamships, says *The Outlook*. The present piers are not long enough for the great steamers which are now being built, and any further extension of the piers into the Hudson River is regarded by the experts as undesirable, because liable to interfere with river navigation. Such extension can be made only by permission of the Federal Government. Permission has been asked, and the board to whom the matter was referred recommended that a privilege be granted to make temporary extensions until the matter can be dealt with in a final manner. The Secretary of War has refused to approve this recommendation. The ground of his refusal is that the time has come for putting an end to temporary makeshifts; that if New York City desires to retain its commercial position it must take the matter up seriously, with the purpose of making permanent provision for the new style of steamship. New York's merchants will not retain for the city her commercial supremacy unless they succeed in keeping her abreast of the commercial progress of

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MEN IN THE HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

The Head of the Genaral Motors Company

FROM the humble beginning of a farmer boy working for $8 a month and his board to a position as executive head of one of the greatest industrial organizations of the country at a salary of $50,000 a year is a transition which affords an impressive illustration of the possibilities in store for the youth who starts out in life with ambition and purpose. Such, briefly told, is the story of the career of Charles W. Nash, president of the General Motors Company, who, modestly deprecating his own efforts to make for himself a place of distinction in the business world, credits the greater part of his success to the men who have worked with him and stood loyally by him in all his undertakings.

Mr. Nash knows what it means to be a bread winner and carry a dinner pail, and in the city of Flint, Michigan, he is so well and favorably known that the mere mention of his name carries with it the suggestion of a character that has been fashioned in the mould of a clean and strong manhood, representing the highest type of American citizenship. The accompanying picture, the first Mr. Nash has had in a little more than ten years, was taken a few weeks ago, when a number of his friends forcibly kidnapped him into a studio. This little incident is but an example of the retiring, self-effacing disposition of the man in things general. In matters of business, however, he is one great bundle of likable dynamics.

"Charlie" Nash began life on a farm in Illinois in January, 1864. When he was just a child his parents moved to Michigan, and in 1871, when he was seven years old, he was bound out to Robert Lapworth, of Flushing, with the understanding that he was to receive a suit of clothes and three months' education each year until he had reached the age of 21, when he would get two suits and $200 in cash.

The lad stood it for four years, and then ran away, but stopped long enough at Mt. Morris to learn to be a carpenter, at $7 a month. About the time he had learned to drive a nail without pounding his thumb, a man offered him a dollar a month raise to work for him on the farm, and he made the change, remaining there until he was 18 years old, when a hay presser came along. It was a new thing, and even then Charles Nash was progressive, so he went with the hay presser. He had three years of that and went back to farming, which he worked at for seven years. In the meantime he had married, and, as Mrs. Nash's health was not good, the young husband moved to Flint, where she might have the advantage of medical attendance. It was not so very long afterwards that J. Dallas Dort, of Flint, wanted some plums picked. He found a boy and set him to work. Those plums were picked quicker and cleaner than they had ever been before, and Mr. Dort took a second look at the boy, which resulted in what proved to be the first step in Charles W. Nash's career. He went with the Flint Road Cart Company, at that time a small but thriving concern, and which in later years developed into the Durant-Dort Carriage Company. Mr. Nash began in the trimming department at $1 a day, and it was only six months later that he was made superintendent. His was a natural gift of leadership, and it is said of him that even after he had left the shops and had begun sitting in leather bottom office chairs he could go out in the factory and call every one of the 300 employes by their first names. As the Durant-Dort Carriage Company grew, so also grew Mr. Nash. As he began to move up the rungs of the ladder and his salary began going up a notch and then two or three more notches at a time, he began to put money into stock in the company. It was comparatively a few years before he was vice-president and director, and in the fall of 1910 he was called to the general management of the Buick Motor Car Company, employing 5,000 men.

CHARLES W. NASH

Mr. Nash's methods of philanthropy are as kindly as they are original. Back in the days when he knew his "boys" by daily contact with them, he took the time to inquire about the wife and baby and how things were going in the home. When he found the wolf showing his fangs, he would call the man into his office and ask all about it. In the end it would be a small loan without interest, or a big loan, without interest, or the purchasing of a house and lot to be paid for on the installment plan, also without interest. And it was years before anyone knew of the things he was doing. But real gratitude has to talk sometime and he is now getting some of the publicity he deserves.

Investigating the Money Trust

NOT so very long ago New York call money began a spectacular climb and soared to twenty per cent. Simultaneously the wheels of Wall Street's rumor factory began to whirr. And out of the whirligig of gossip came one particularly amusing excuse. It was that Mr. Morgan had cornered the money market.

The rumor manufacturers evidently overlooked the thirty odd millions of surplus in the United States Treasury which Secretary MacVeach had been hoarding during the past year, so anxious were they to affiliate some occurrence with the much suspected, much discussed and so-called Money Trust. For a long time before the possibilities of such a thing as a Money Trust

Copywright by Harris & Ewing

ARSENE P. PUJO

startled the business world the atmosphere in Wall Street had been pervaded with sinster rumors of an invisible "boogy." It haunted the trail of big operators, said the rumor ractory; it was an invisible, intangible thing that spanked big boys who were bad, and squelched little boys that might possibly get big enough to grow bad. It was something no one could see but which everyone could feel. It grew into a thing so prodigious that, believing "where there is much smoke there must be some fire," Congress put an investigating committee on the job and named the Hon. Arsene P. Pujo, of Louisiana, to chairmanship the committee.

The head of the Money Trust investigators is an interesting and typical gentleman of the old South. He received his early education at the public and private schools of Lake Charles, La., where he now resides, and was admitted to the bar by the Supreme Court of his State when 25 years of age. He first climbed to prominence in the South in 1892 by his activity in the fight against renewal of the old Louisiana State Lottery Charter, which was finally abolished through enactment of a federal statute that barred its use of the mails. The law has been his profession and a good practice is in the hands of his partners in Lake Charles.

Mr. Pujo is a student, and being of studious inclination, is naturally more of a legal adviser than a practical politician. There was little political work on the Pujo side when it came to working for a position in the National Capital. For him it was in reality but one short step from law to Washington, where he has served his State for the past ten consecutive years. In that time he has been active as a member of the National Monetary Commission and devoted considerable time to analysis of banking problems and need of a currency reform.

His investigation of the so-called Money Trust with Attorney Samuel Untermyer as interrogator for the committee was at first subject to adverse criticism from several well-known bankers, but several facts of importance have been unearthed which, if corrected, will mean a saving to the average man in business. Probably first in importance of these is the collection of so-called "foreign items"—checks, notes or drafts—deposited with the drawee, an out-of-town party. It has been the usual custom of banks to charge a percentage of exchange on such collections, claiming that the loss of interest on country accounts caused the expense; but at this writing bankers who have testified have failed to present very convincing evidence that such charges are a necessity. A few cents exchange on each item might seem insignificant. But the business man depositing several thousand such checks each month can hardly consider it as such.

When the Sixty-third Congress is organized and the new administration firmly entrenched in the chair of government the name of Arsene P. Pujo will be among the missing on the roll call of the House. According to Mr. Pujo, ten consecutive years of service is enough for one man. But if the last year of his service will settle definitely whether the "boogy" is a fantasy or a reality Wall Street and the business world will be thankful.

Making Workers While You Wait

IT IS one of the platitudes that a man who is doing things is too short of spare time to be able to talk much about them, and Mr. William D. Robb, superintendent of motive power on the Grand Trunk Railway System, is emphatically a case in point.

He dislikes publicity and always avoids it, but as soon as his enthusiasm for the Grand Trunk apprenticeship system, of

WILLIAM DOIG ROBB

which he is the head, got the upper hand of his reticence, the inquisition went ahead swimmingly.

On first sight a quiet, smooth-faced man of middle height and with slowly silvering hair, Mr. Robb's personality can soon be recognized as the direct outcome of his training and position. To the high, full forehead of one who thinks deeply is added the brusque manner of a leader of men, together with keen blue eyes that very little escapes. A clear and interesting talker on subjects in which he is interested, his points are emphasized with clenched fist upon table or desk.

While it was said of the late Charles M. Hays that he made the Grand Trunk System what it is today, it is equally true that Mr. Robb has made Grand Trunk mechanics what they have become, almost within the last decade. Not every man has the opportunity of seeing his life's work carried to completion while yet in harness, but this man Robb, were he built that way, could so make his boast; for, although it

Why Man of Today is Only 50 Per Cent. Efficient

By Walter Griffith

IF ONE were to form an opinion from the number of helpful, inspiring and informing articles one sees in the public press and magazines, the purpose of which is to increase our efficiency, he must believe that the entire American Nation is striving for such an end—

And this is so.

The American Man because the race is swifter every day: competition is keener and the stronger the man the greater his capacity to win. The stronger the man the stronger his will and brain, and the greater his ability to match wits and win. The greater his confidence in himself the greater the confidence of other people in him: the keener his wit and the clearer his brain.

The American Woman because she must be competent to rear and manage the family and home and take all the thought and responsibility from the shoulders of the man whose present-day business burdens are all that he can carry.

Now what are we doing to secure that efficiency? Much mentally, some of us much physically, but what is the trouble?

We are not really efficient more than half the time. Half the time blue and worried—all the time nervous—some of the time really incapacitated by illness.

There is a reason for this—a practical reason, one that has been known to physicians for quite a period and will be known to the entire world ere long.

That reason is that the human system does not, and will not, rid itself of all the waste which it accumulates under our present mode of living. No matter how regular we are, the food we eat and the sedentary lives we live (even though we do get some exercise) make it impossible; just as impossible as it is for the grate of a stove to rid itself of clinkers.

And the waste does to us exactly what the clinkers do to the stove; make the fire burn low and inefficiently until enough clinkers have accumulated, and then prevent its burning at all.

It has been our habit, after this waste has reduced our efficiency about 75 per cent, to drug ourselves; or after we have become 100 per cent inefficient through illness, to still further attempt to rid ourselves of it in the same way—by drugging.

If a clock is not cleaned once in a while it clogs up and stops; the same way with an engine because of the residue which it, itself, accumulates. To clean the clock, you would not put acid on the parts, though you could probably find one that would do the work, nor to clean the engine would you force a cleaner through it that would injure its parts; yet that is the process you employ when you drug the system to rid it of waste.

You would clean your clock and engine with a harmless cleanser that Nature has provided, and you can do exactly the same for yourself as I will demonstrate before I conclude.

The reason that a physician's first step in illness is to purge the system is that no medicine can take effect nor can the system work properly while the colon (large intestine) is clogged up. If the colon were not clogged up the chances are 10 to 1 that you would not have been ill at all.

It may take some time for the clogging process to reach the stage where it produces real illness, but, no matter how long it takes, while it is going on the functions are not working so as to keep us up to "concert pitch." Our livers are sluggish, we are dull and heavy—slight or severe headaches come on—our sleep does not rest us—in short, we are about 50 per cent efficient.

And if the condition progresses to where real illness develops, it is impossible to tell what form that illness will take, because—

The blood is constantly circulating through the colon and, taking up by absorption the poisons in the waste which it contains, it distributes them thoroughout the system and weakens it so that we are subject to whatever disease is most prevalent.

The nature of the illness depends on our own little weaknesses and what we are the least able to resist.

These facts are all scientifically correct in every particular, and it has often surprised me that they are not more generally known and appreciated. All we have to do is to consider the treatment that we have received in illness to realize fully how it developed, and the methods used to remove it.

So you see that not only is accumulated waste directly and constantly pulling down our efficiency by making our blood poor and our intellect dull—our spirits low and our ambitions weak, but it is responsible through its weakening and infecting processes for a list of illnesses that if catalogued here would seem almost unbelievable.

It is the direct and immediate cause of that very expensive and dangerous complaint—appendicitis.

If we can successfully eliminate the waste all our functions work properly and in accord—there are no poisons being taken up by the blood, so it is pure and imparts strength to every part of the body instead of weakness—there is nothing to clog up the system and make us bilious, dull and nervously fearful.

With everything working in perfect accord and without obstruction, our brains are clear, our entire physical being is competent to respond quickly to every requirement, and we are 100 per cent efficient.

Now this waste that I speak of cannot be thoroughly removed by drugs, but even if it could the effect of these drugs on the functions is very unnatural, and if continued become a periodical necessity.

Note the opinions on drugging of two most eminent physicians:

Prof. Alonzo Clark, M. D., of the New York College of Physicians and Surgeons, says: "All of our curative agents are poisons, and as a consequence, every dose diminishes the patient's vitality."

Prof. James M. Smith, M. D., of the same school says: "All medicines which enter the circulation poison the blood in the same manner as do the poisons that produce disease."

Now, the internal organism can be kept as sweet and pure and clean as the external and by the same natural, sane method—bathing. By the proper system warm water can be introduced so that the colon is perfectly cleansed and kept pure.

There is no violence in this process—it seems to be just as normal and natural as washing one's hands.

Physicians are taking it up more widely and generally every day, and it seems as though everyone should be informed thoroughly on a practice which, though so rational and simple, is revolutionary in its accomplishments.

This is rather a delicate subject to write of exhaustively in the public press, but Chas. A. Tyrrell, M. D., has prepared an interesting treatise on "Why Man of Today is Only 50 per cent Efficient," which treats the subject very exhaustively and which he will send without cost to any one addressing him at 134 West 65th street, New York, and mentioning that they have read this article in BUSINESS.

Personally, I am enthusiastic on Internal Bathing because I have seen what it has done in illness as well as in health, and I believe that every person who wishes to keep in as near a perfect condition as is humanly possible should at least be informed on this subject; he will also probably learn something about himself which he has never known through reading the little book to which I refer.

Always on Guard

No matter where a ship may be along the American coast; no matter how dark, or cold, or stormy the night, the coast guard is on watch, patrolling the nearest beach or rocky cliffs.

This man, always on guard, could, by his own unsupported efforts, do little to save life, or to guide ships away from perilous points.

As a unit in an efficient system and able, at a moment's notice, to command the service of his nearby station, he becomes a power to whom all ship owners and passengers are indebted.

In the same way, the Bell Telephone in your home and office is always on guard.

By itself, it is only an ingenious instrument; but as a vital unit in the Bell System, which links together seven million other telephones in all parts of this country, that single telephone instrument becomes a power to help you at any moment of any hour, day or night.

It costs unwearying effort and millions of dollars to keep the Bell System always on guard, but this is the only kind of service that can adequately take care of the social and commercial needs of all the people of a Nation.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

Every Bell Telephone is the Center of the System.

took ten years of anxious study, the apprenticeship system of the Grand Trunk is today a perfected organization, yearly turning out a sufficient supply of educated and competent mechanics to supply all the requirements of the road.

Mr. Robb's success can be attributed to two causes; first, his own keen interest in the boys, and, second, the ability to surround himself with a group of master mechanics who have proved themselves no less interested in their welfare. Starting as an apprentice himself and working up through all the grades to his present position, the superintendent of today felt keenly, as a lad, the lack of facilities for self-improvement which are now taken as a matter of course. In spite of this inefficient system of training, Mr. Robb, on attaining to the position of head of the motive power department, speedily discovered that experience in Grand Trunk shops was so valuable as compared with other institutions at that time that the apprentices were snapped up by outside concerns in the second or third year of their course.

"Here, this won't do?" he remarked to himself. "I'm not going to train mechanics for our competitors." A conference was held and as a result it was decided to indenture the boys so that they would have to remain with the company for the full five years of their course. This did away with part of the difficulty, but the superintendent felt that it was not fair to place the boys under contract for a term of years and not give them some corresponding advantage. Another conference was held and a class started for apprentices who were eager to learn. The subjects at first selected, bearing as they did directly on the every-day needs of the mechanic, at once aroused the interest of the boys, and in a surprisingly short time it was found necessary to increase the scope of the work. One thing leads to another and someone discovered that in the shops themselves an apprentice might spend his entire time in one department and leave as a supposedly skilled mechanic, but in complete ignorance of all other work. To the supervisor of studies was, therefore, added a shop foreman, who saw to it that the boys familiarized themselves with every appliance and with every class of work in the shops. Probably the result was unforeseen, but so popular did the apprenticeship system now become that it was possible for Mr. Robb and his lieutenants to pick and choose among the annual crowd of applicants. An entrance examination, such as is enforced at a university or technical school, was instituted and has resulted in the selection of as fine a type of boy as can be found upon the continent. It is actually true that in towns where Grand Trunk shops are situated, the teachers in public

Comptometer

Adds Multiplies

Divides Subtracts

Built for Service

—Not to Fit a Price

Find the Selling Price

Example:

Given a cost price of $18.75, less 35 and 10%, less $1.45 for freight, plus $3.40 for labor, plus 65c for handling and allowing 28% of the selling price for profit and 20% for fixed and selling charges, what is the selling price?

Formula:

$$\frac{\$18.75-(35\ \&\ 10\%)-\$1.45+\$3.40+65c}{100\%-(28\%+20\%)}=\$26.09\ \text{Selling Price}$$

The additions, subtractions, multiplication and division involved in this formula were made on the Comptometer by an ordinary operator, and the answer written down, in just 20 seconds. A more experienced operator would easily get the same result in 12 seconds.

Let us show you how to apply this time-saving speed of the Comptometer with perfect accuracy to all your figure problems. Our Service Department is freely at your disposal for this purpose; also for free instruction of your clerical force in quicker methods of handling all figure work with the Comptometer

FELT & TARRANT MFG. CO., 1722 N. Paulina Street, CHICAGO, U. S. A.

Simplex Ink Tablets

A Proven Success

The Convenience

There is no need of keeping your supply of ink in quart bottles with the liability of their being dropped or overturned, resulting in a muss and probable loss of other supplies.

Simplex Ink Tablets go direct to the ink well. They are clean, compact and remain in tablet form 'till someone wants a fresh supply of ink: then a tablet to each ounce of ordinary drinking water will make a perfect chemical writing fluid. The chances for a muss and loss from spillage or breakage are very remote.

The Quality

of Simplex Ink is the finest. The color substances used, are the best that can be supplied by reputable manufacturers and being finally treated in our own laboratory we know positively that all ink made the Simplex Way is fresh, reliable and certain to meet your requirements by giving more than ordinary service and satisfaction.

The Colors

of Simplex Ink—Blue-Black and Red are absolutely permanent even when exposed continuously to direct sunlight. The other colors—Blue Green and Violet are positively permanent in books, and files and give more than ordinary resistance to direct light.
Made in Blue-Black, Red, Green, Violet, Blue and Black.

The Perfect Flow

of Simplex Ink causes favorable comment among users. There is no collection of gum or corrosion of your pen to impair the elasticity and blunt the point. JUST RIGHT FOR FOUNTAIN PENS.

The Compactness

of Simplex Ink Tablets goes without argument. Imagine having in your vest pocket enough tablets to make one quart of fluid ink; in you coat pocket enough for twelve quarts; in a small hand bag enough for fifty gallons.

The Economy

in using Simplex Ink Tablets is beyond question.

The price is less, but quality is not sacrificed, as our cost of production and distribution is less. With Simplex Ink Tablets you do not have to pay for the big glass bottles, shipping cases and the transportation of much water and but little ink substance. Always delivered prepaid to your desk.

To branch offices, you can mail the quart size for a penny—the dozen for 8c—the 6 gallons for 14c, making convenient and economical distribution. Ship any time, they do not freeze.

Simplex Ink Tablets contain all the essentials for making a high-grade ink except the water. It is actual economy for you to furnish water from your own supply.

Simplex Ink Tablets (Fountain Pen Size) are the first to be really successful for Fountain Pens.

THE SIMPLEX INK CO.
Successors to THE INTERSTATE DRUG CO.
CLEVELAND, OHIO, U. S. A.

SPECIAL TRIAL COUPON

For 10 cents—enough Simplex Tablets to make six ounces fluid ink.
For $1.00 — enough Simplex Tablets to make three quarts fluid ink
For 25 cents—Three (10c) packages Fountain Pen Tablets. Select your colors.
ATTACH THIS COUPON

We Want Representatives Everywhere

Be first to introduce Simplex Ink Tablets and secure permanent customers.
Jobbers, retailer, office equipment or typewriter supply men and agents will find our proposition interesting.
Write us at once, giving your line of business and field covered.

schools stimulate their backward scholars by saying, "If you don't do better than that you will never be able to get into the shops," and the boy generally does "better than that," for to get into the shops is his great ambition.

There are seven shops in which the apprentices are trained, each far enough removed from any other to become comparatively isolated, but held together by links in the chain of evolution which increase the efficiency of them all by introducing the element of competition. During the winter classes are held two nights a week, one in mechanical drawing and the other in practical mechanics, and the questions given deal with every kind of work with which the apprentice comes in contact. At the end of the winter examinations are held at the different stations on the system, similar papers being set in each case.

Special prizes are given for the boy obtaining the highest number of marks in each year at every shop and the apprentice gaining the largest percentage of marks in each subject is allowed to compete for capital prizes which are given by the company and also a special prize given by Mr. Robb.

To have brought the system from nothing almost, to the condition that has been roughly suggested has of course proved as profitable to the company as to the boys themselves, but the accomplishing of it was a big "man's size" job and the reader can appreciate Mr. Robb's tone, partly of pride but chiefly of satisfaction, when he said to the writer in conclusion: "I did not do it alone, our Master Mechanics deserve great credit for the assistance given me and the keen interest they at all times manifested in fully developing the apprenticeship system."

Director of Railway Economics

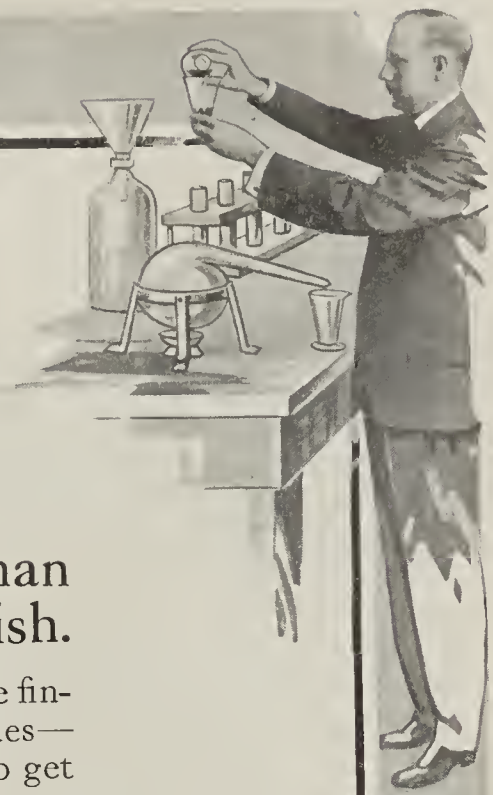
YOU never hear much about Logan G. McPherson—he hasn't much time to stand in the limelight of publicity and has never even allowed a photographer to do business with him. Modesty and a wholesome interest in his task impel him to discuss his work rather than himself and force him to overlook the fact that a man selected by the presidents of six leading railways to dig for a basis upon which to solve gigantic railway problems is worthy of some attention.

When other young men were calling him nicknames McPherson was banging out newspaper stuff in Columbus, Ohio. A year or so later he jumped into the railroad game. In the years that he worked and climbed he absorbed practical experience in traffic and finance and accounts, and when the Pennsylvania Railroad acquired controling interest in the Baltimore and Ohio he left the operating department to accompany Mr. Loree, who was sent to Baltimore to become president of the new acquisition.

It was while in Baltimore he became a member of the Economic Seminar of John Hopkins University, and was made Lecturer on Transportation at that institution. When Mr. Samuel Spencer became spokesman and representative of the Railways of the United States he selected Logan G. McPherson as his assistant. Almost from his boyhood McPherson had been an ardent student of political economy. Now his practical railroad experience and association with Spencer led to the perception of the need for scientific study of transportation problems in relation to the commerce and industry of the nation. It forced him into two years of travel over the United States in first hand study of conditions and when the National Waterways Commission went to Europe, McPherson went along as traffic expert. He put the finishing touches on a most exhaustive study of traffic problems in this country by a thorough analysis of the European situation. So, unconsiously, Logan G. McPherson had become a specialist in his line.

After attacks instigated in the early part of 1905 the railways rapidly lost caste in public opinion. A good many people who did not know what they were talking about began to gossip; and a good many people who did know what they were talking about began a discussion. For a time things boiled. Then Mr. Brandies accused the railways of wanton extravagance, and the Interstate Commerce Commission refused to grant a general advance in freight rates. Thereupon the railways, which had become in the public mind a worm of overcapitalized greed, set themselves to do those things they ought to have done—but didn't. A representative committee of all the railways of the United States was appointed to bring fulness of knowledge into the discussion and scientific accuracy to their own conclusions in the broad questions of general concern.

The result of their conference was the establishment of the Bureau of Railway Economics at Washington, D. C., and they selected Logan G. McPherson as the man to direct its work. Anyone who believes the railways of the country are not making a tremendous effort to solve their own problems, based on earnest and intelligent study, wants to go to Washington and have a talk with Mr. McPherson. He has a big job on his hands and an able force at work. They figure quietly and impartially in wage arbitrations, analyses of such question as the parcels post, etc., but their figuring is a powerful and respected factor.



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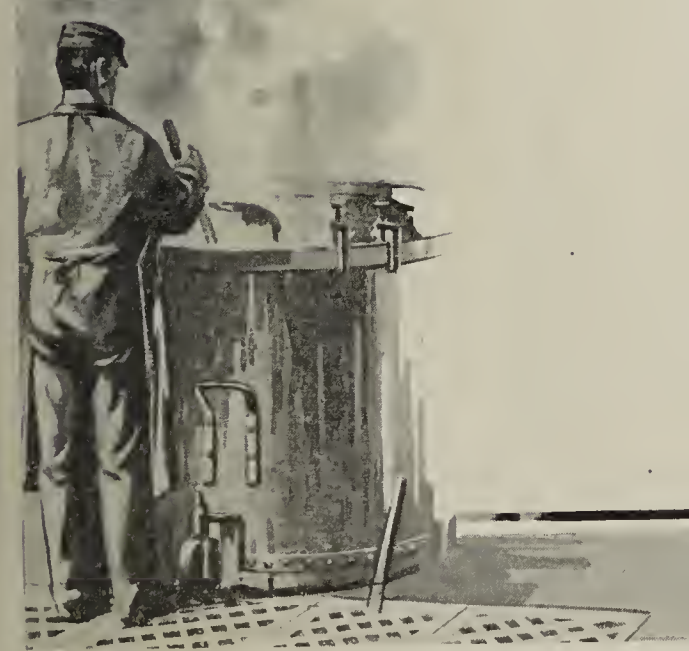

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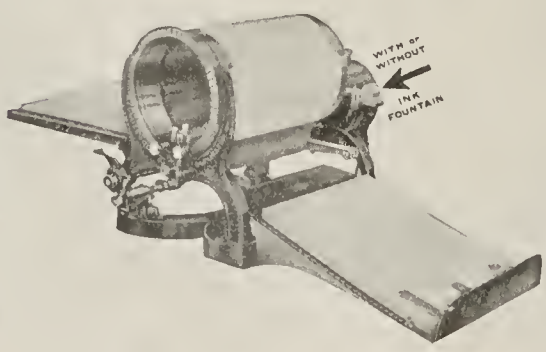


Voucher Distribution *by* Machinery

How a Tabulating Machine is Operated by the Consolidated Gas and Electric Light and Power Company of Baltimore

By Albert R. Korpman

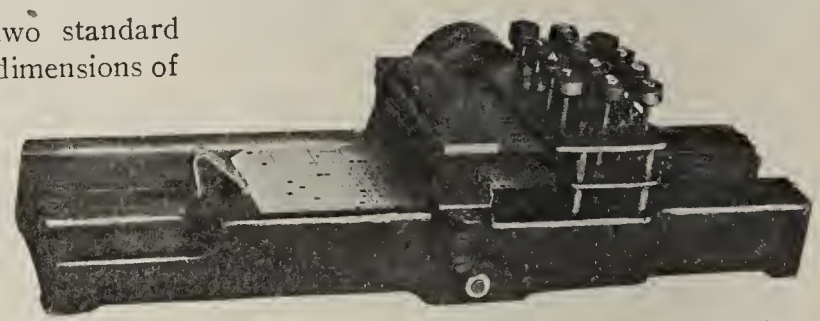
UNTIL about one year ago, it was the practice of this company to use for the purpose of voucher distribution a regular distribution journal, about four feet three inches wide and containing columns for four hundred different accounts. One can readily see how easy it was to make an error in distributing a voucher in such an unwieldy book. Since that time, we have been using a tabulating system to obtain the same results in a quicker and more economical way.

The outfit for the tabulating machine system consists of cards, which are the basis, the key punch, the gang punch, the sorter, and the tabulator.

The cards used come in two standard sizes and two spacings. The dimensions of the smaller size are 5⅝ inches by 3¼ inches, with twenty-eight or thirty-four vertical columns. Those of the larger size are 7¾ inches by 3¼ inches, with thirty-seven or forty-five vertical columns. The special paper stock used is uniformly six-thousandths of an inch thick and free from any foreign material that is a conductor of electricity. Some one of the four corners of the cards is cut off, so that if any cards are upside-down or reversed, the particular cards will be noticeable on account of a corner projecting beyond the beveled corners of the other cards. In adopting this system, the size of the card selected depends upon the information to be carried. The cards are all divided into twelve horizontal lines, which are, starting at the top, the topmost or reject line, the X line, which is used for a similar purpose as a tabulator on a typewriter, and "0 to 9," inclusive.

The key punch is a machine about 15 inches by 5½ inches by 5 inches. A card is placed in a traveling carriage, admitting one card only, under a series of twelve punches, corresponding to the twelve horizontal lines on the cards. The pressing of a key will punch a hole in the corresponding line through a card and the card moves automatically forward one space for the next punch. One or more keys may be pressed at the same time, provided changes are made in the sorter, punching a corresponding number of holes in the same vertical column. The gang punch is a machine 9 inches by 5 inches by 5 inches, and, as its name implies, is a punching machine with which a number of holes may be made with one operation. It is usually used to punch the dates, or any other information which will be common to all.

The sorter is a machine 24 inches by 30 inches and 60 inches high. The punched cards are placed in a hopper at the top of the machine, the feeding is automatic, and a horizontal bar, moving up and down and having a projection less than the thickness of the card, pushes it through a space slightly wider than the thickness of the card. As the card moves downward, a single brush passes across its face and makes electrical contact through the card at the point punched, the gearing being all timed to the passage of the card through the machine. The current accentuates a magnet, which attracts certain or all of a series of bars attached to flexible tracks. These bars gear against a series of revolving paws set similar to a circular staircase, so that, when contact is made through the hole in the card, all the tracks below the number punched are pushed aside and all the bars above are held, and the card drops within its proper track. A conveyor carries the card down the tracks to the end where the card drops in its proper box. There are twelve tracks



The pressing of a key punches a hole in the corresponding line, and the card automatically moves forward one space for the next punch.

and twelve boxes corresponding to the twelve horizontal lines on the cards.

In the tabulator or accounting machine, the cards are automatically fed, the same as on the sorter. In the machine there is a brush contact for each adding column, and, as the card goes downward through the machine, the brush makes contact as the numbers punched pass them, setting in motion the particular counters: units, tens, hundreds, etc., through the magnets registering the proper amounts.

In the operation of this system, after the vouchers have been approved, they are entered in a simple voucher register on the loose leaf plan as illustrated. This register shows the date the voucher was issued, the number, in whose favor it was issued, whether "pay-roll" or "accounts payable," the amount, the date paid and upon what bank it was drawn.

Once a week the vouchers are handed to the operator, who perforates a tabulating card for the total amount of the voucher, and for each account charged on the voucher. As the operator completes the perforation of each week's vouchers, the information perforated is read back from the card by the operator to the voucher clerk, thus checking all information transferred. The cards are then sent to the tabulating department, where they are run through the tabulator in order to check the total amount as shown by the cards against the total amount as shown by the voucher register for the week. At the same time a check is made of the total amount as perforated, against the total amount of distributed items. If the two amounts do not agree, the cards are divided into small packs, and each pack tabulated until the error is located. The cards are then filed according to voucher number and held until the receipt of the treasurer's daily report of vouchers paid, when the cards bearing voucher numbers corresponding to the treasurer's report are withdrawn and perforated with the month and date paid and returned to the file. After the cards corresponding to the vouchers paid during the month have all been perforated as paid, the cards for the current month, as well as the preceding month, are run through the sorting machine to pick out the cards marked paid in the current month. The cards are then run through the tabulator to insure the total amount as represented by them agreeing with the total amount of cash disbursements throughout the current month. The cards are then further assorted as to account numbers and the cards for each account number are then run through the tabulator to arrive at the cash disbursements in detail; namely, the accounts charged on the vouchers. These various accounts are then reported to the auditor on a special

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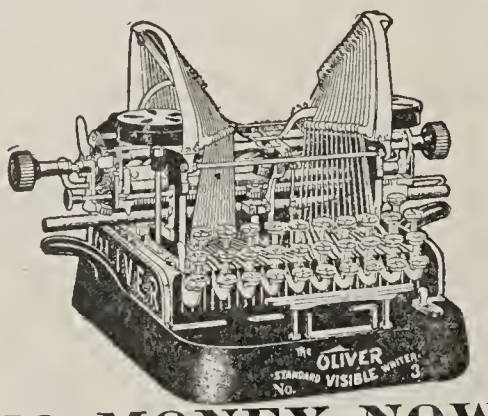

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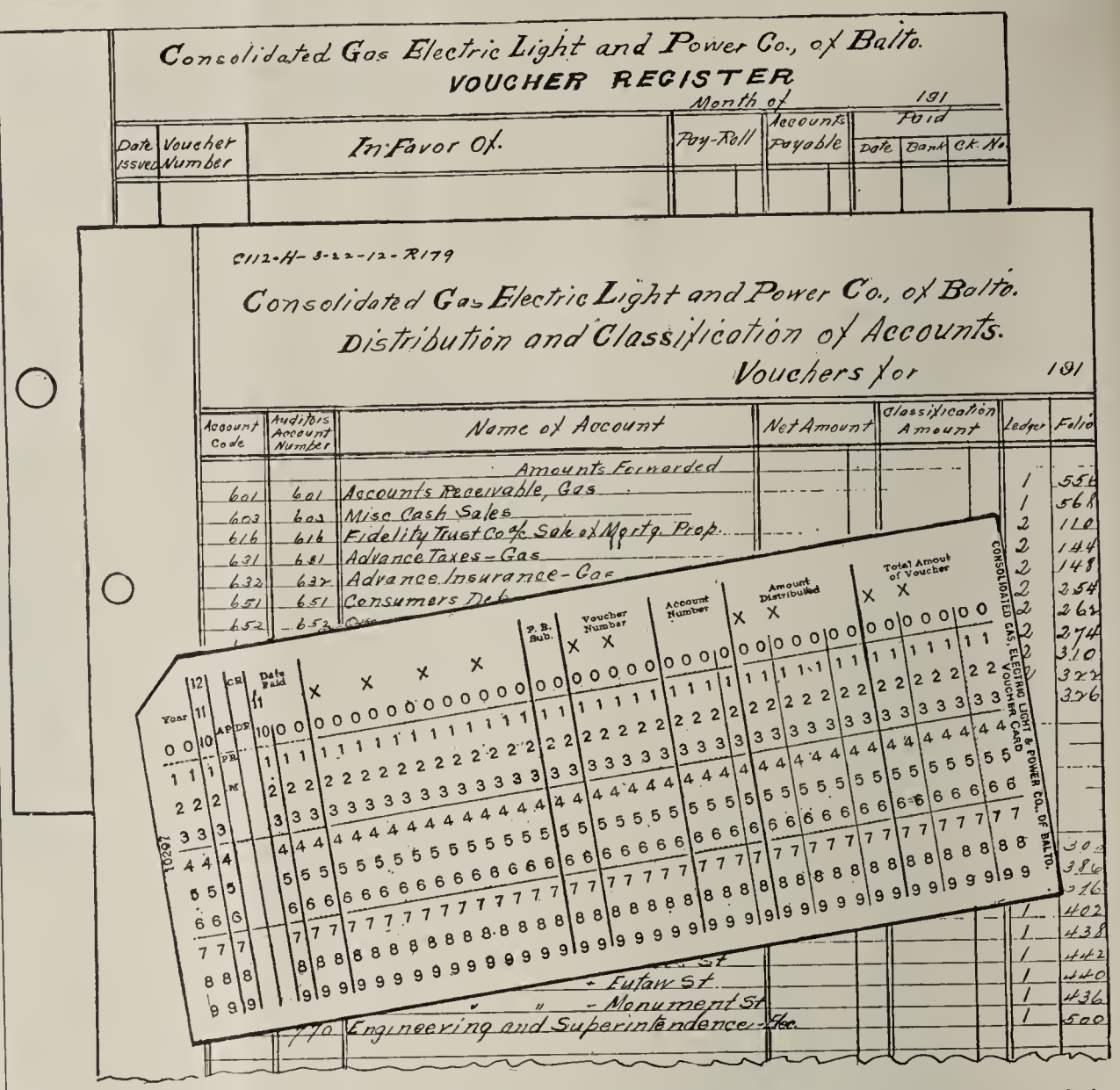


After the vouchers have been entered in a simple register they are handed to the operator who perforates a tabulating card for each account charged, and the various accounts are reported to the Auditor on a special form at the end of each month.

form shown herewith which is self-explanatory. The figures shown in the "Account Code" column are used to represent the Auditor's Account Number on the cards.

After the completion of the treasurer's cash disbursement statement, the cards are re-sorted into the month in which the vouchers were issued and then as to class of voucher, namely, pay-roll or accounts payable, and each class of vouchers is further sorted according to the account number, the cards for each account number being then run through the tabulator to obtain the total amount charged to each account. The cards are then held in account number order to answer any inquiry for voucher numbers that may be made in connection with the analysis of accounts.

FINANCIAL FRAGMENTS

AFTER RE-READING Dr. Darwin's most famous book we respectfully suggest that millionaires are directly descended from the monkeys who remembered where they had put their nuts.

WE HAVE all heard of the lady who knew her bank account couldn't be overdrawn because she still had several unused cheques in her book, but here comes a new one from Philadelphia where resides a frugal soul who, wanting $40 and not being just sure whether it was spelt fourty or forty, merely drew for fifty, and kept the change.

HOW THE breed of barren metal does help out our metaphors. We call some speech silver; all silence is proverbially golden; many a laugh is recognized as ironical, and impudence is scarcely the real thing unless brazen. Besides this, the sluggard always moves with leaden feet, no self-respecting August noontide but shows a coppery sky, and every millionaire is made of tin.

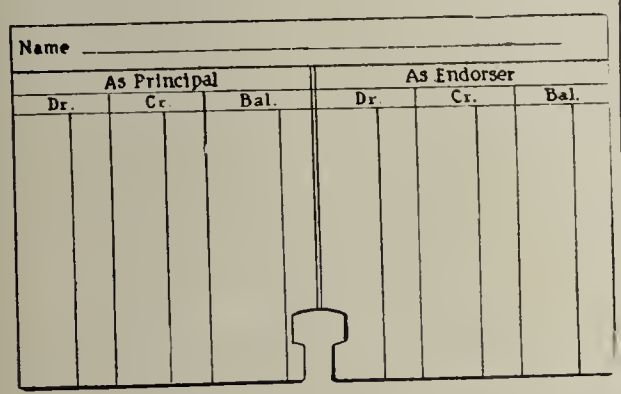
Liability of Bank Directors

Card System for Keeping Track of Overdue Notes and Liability of Directors as Principal or Endorser

By Edgar G. Alcorn

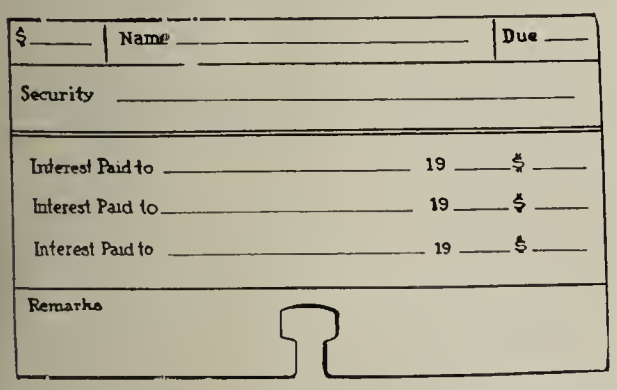
IN making up the regular report to the Comptroller of the Currency or State Banking Department, banks are required to state the liability of each bank director, both as a principal debtor and as an endorser. All overdue paper must also be reported.

Many banks do not keep a separate account of these, and when the call for a statement comes, the cashier must go through the entire note file and make up the schedules. As the Comptroller's call



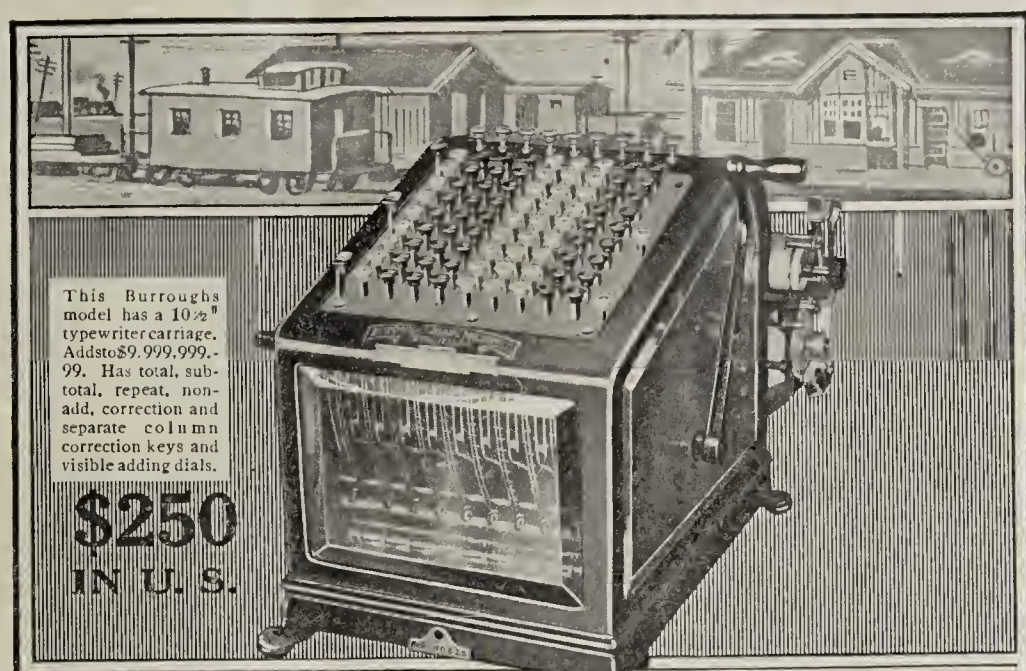
often comes at a busy time, it is quite annoying to the cashier to have to drop whatever else he may have in hand and take the time to figure out these little details.

To avoid this delay and inconvenience a bank may keep a record of the notes on which directors are liable as payor or endorser on cards, so that the information will be available at any time without having to go through the note file and figure it out. A card is made out for each director on which are listed all notes upon which he is liable, and the balance columns show his total liability either as an endorser or as principal.



This method is suggested only for those banks that do not keep a liability ledger, and they will find it not only convenient and time saving when a call for a statement is made, but valuable to the officers themselves in helping them to keep the liability of the directors within safe and lawful bounds.

A record of overdue notes may be kept in very much the same way. In fact it is very necessary for the cashier of a bank to keep well informed as to the overdue paper in his bank. Nothing else is of more importance. A little carelessness or neglect in regard to an overdue note may cause serious loss to the bank. Such paper must be watched continuously, and a separate, condensed record of them should be available at any moment. In the form illustrated the entries are made from the notes themselves, and the cards are then placed in a small file or card cabinet. A convenient record is thereby obtained of all overdue notes, which is very valuable for use in directors' meetings, as well as an easy reference when making up the regular "Report of Condition."



A small town station agent writes: "Send me a Burroughs C. O. D."

F. E. Anderson, of Cornell, Wis., wrote: "Send me a machine C. O. D. I used one at Duluth, where I worked before coming here. Like to have machine before end of month to allow me using it in making out monthly reports."

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Mr. Anderson's was but one of a great swarm of orders that greeted that announcement—several came by telegraph, many by mail, but most by 'phone to our branches in many cities. Nearly all of those Demonstrating Samples are gone. A few, like the one pictured, are still available.

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We have 9-column non-listing machines for $150; 9-column machines that print and add, for as little as $225, all *new* machines.

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And the man who buys a low-priced Burroughs can always *exchange it* as part payment on a bigger, completer machine, as his requirements increase.

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Useful Distillery Records

By Robert C. Morrow, C. P. A.

THE forms here presented are in use in a large distillery and are found very satisfactory for keeping track of storage due on goods in distillery bonded warehouse and for showing just how many barrels of goods and of what ages are still in storage.

The distillery in question manufactures rye whiskey solely. The government tax on distilled spirits is so much per gallon, and, as contents of barrels vary, it becomes necessary for government officials to make record of same. This is even more urgently necessary because tax is not always paid at time barrel is filled, as will be seen later. To readily distinguish them, the barrels are numbered consecutively; the first barrel produced being No. 1, and so on, as long as plant operates.

The average withdrawal age of this class of goods seems to be about three years. For this reason the government permits the tax to be paid at any time before the expiration of seven years from date of barreling. Pending payment of tax, however, goods must remain in warehouse under bond. To meet this need distilleries erect warehouses on their premises and charge storage at so much per barrel per month for caring for their product between the time of its sale to the jobber and the time he tax-pays same and withdraws it from bond for consumption. The Storage Record here illustrated is to keep account of this storage.

One can readily see that age is an important factor in buying and selling this class of goods. In quoting or asking quotations it is usual to specify so many barrels of "Spring" or "Fall" of a certain year; Spring meaning any month from January to June inclusive; Fall, from September to December inclusive. During July and August plant is closed down. Hence the necessity for a record that will show just how many barrels of each particular year and of each month in that year are available for sale. This record will also show these particulars as to goods in storage belonging to customers. The tickler furnishes this information.

The Storage Record is a bound book, with pages twelve inches wide, the form as given extending across two pages, although the complete information could be presented in a wider book with just one page. Most of the columns are self-explanatory. Column No. 4 shows date goods are barreled and entered into bonded warehouse. There is not necessarily any relation between this column and column No. 6, showing date storage charges begin, because goods might not have been sold by distillery until sometime after their entry into warehouse.

In certain instances storage bills are rendered periodically, say at end of every six months or a year, instead of waiting until goods are finally withdrawn from bond, and in such instances memorandum is made in column No. 7 as to date to which bills have been rendered.

Under the "Transferred" section are entered goods sold by original purchaser but not removed from warehouse. Column No. 12 is for folio of new owner's storage account. A lot of these transactions take place, of which the distiller never knows until goods are tax-paid. It is only where new warehouse receipts are called for that he learns of them. "Withdrawn" section takes care of goods withdrawn from bond after being tax-paid.

The total of packages appearing under "Transferred" and "Withdrawn" sections deducted from original number of packages gives balance remaining.

Each sixth line of this book is ruled in red, thus dividing pages into blocks. A consideration of how a customer withdraws will enable you to allot proper number of blocks to each lot of goods.

The tickler is a very simple form. At the top is the year and in first column the month. In second column are entered serial numbers of barrels, under head of month in which they were made. Goods in bond that have been sold are entered in "Sold" column, with name of owner in last column. Those still held by distillery are entered in "Unsold" column. When finally sold they

STORAGE RECORD

NAME..... ADDRESS.....						STORAGE BEGINS				TRANSFERRED						WITHDRAWN					
DATE		No Packages	Serial Nos. of Packages	Date of Entry into Warehouse	W H Receipt	DATE		RATE	STORAGE CHARGED	DATE		No. of Packages	Serial Nos of Packages	To Whom	folio	DATE		No of Packages	Serial Nos. of Packages	By Whom	BALANCE

can be transferred to "Sold" column and purchaser's name inserted.

It is usual to enter barrels on this record in lots of five, as the majority of them

TICKLER

DATE	SERIAL NOS	SOLD	UNSOLD	TOTAL	OWNER
1912					
January	~~52017 - 21~~	~~5~~			W. D. Co.
	~~52022 - 26~~	~~5~~			
	52027 - 31	5			
	52032 - 36	5			
	52037 - 41		5		
	etc.				
		600	150	750	
February					

will not be withdrawn in smaller lots than that. When they are withdrawn they can be lined through as shown in the form instead of having to be constantly erased and numbers changed, as would be the case if they were entered in larger lots. In view of these constant withdrawals, this record should be kept in the simplest form. It is in one sense a condensation of and a cross index to the storage book. Its sole object is to show just what barrels are in bonded warehouse as of the date of inquiry, and to whom they belong.

Transacting Business Under Difficulties

How an Inmate of a Penitentiary Makes Money for Himself and the State

A MOST UNUSUAL business enterprise is being successfully conducted within the walls of the Arizona State Prison, and the most unique part of it is that it is carried on entirely by one of the inmates—a life convict.

Many of the prisons in the United States permit their inmates to make a few odds and ends for display and possible sale to the casual visitor, but it remained for "Smiling Louie Eytinge" to take the first

steps toward the real commercialization of Mexican hair work under conditions of this kind.

First of all he proceeded to standardize the best selling novelties and then to create his own market. Here the greatest difficulty was encountered, for only two letters a week were permitted, but so well did he finally succeed that he today sells an annual volume of about $5,000, even though he is not alone in the business and the prison laws sanction the competition of any inmate who wishes to have his letter heads printed and engage in the mail order business.

Denied a new trial, this man has kept on with his work and, having now regained his health, is considered a trusty. Even though his trial was the most expensive single criminal trial ever held in Arizona, he has paid back into the state treasury from the profits on his sales the entire cost of his trial and the full amount of the reward for his capture.

It might seem to a visitor entering the institution and seeing the men in neat gray, walking about chatting and laughing, or sitting at their boxes diligently twisting, braiding and weaving long strands of horsehair, that they were enjoying an unusual degree of freedom. But the results are good and the records show that there has never been an escape from inside the yard, neither has there been a serious disturbance for nearly ten years.

The Big Brother of The Letter File

Used by
Architectural Draftsmen
Engineers and Surveyors
Contractors and Builders
Plumbers and Steamfitters
Artists and Engravers
Furniture and Woodworkers
Public Service Corporations
Government Departments
Clothing Designers
Tailors
Railroads
Machine Shops

This cabinet—holding 1000 big prints flat as a letter—takes up no more floor space than a letter file (3¾ sq. ft.). It holds all the drawings, blue prints, sketches, photographs and other big flat things that must be kept somewhere in every large office. This big, handsome, handy,

"Y and E" Mammoth Vertical File

for Blue Prints, Drawings, Maps—
will keep all your drawings clean, smooth, unfolded, untorn and absolutely get-at-able. There's an index in the top of the cabinet, so you can see in an instant which of the strong manila folders holds the drawing you want. These folders have wooden tops for strength and ease of handling. The front of the cabinet lifts up to form a handy table on which to examine the drawings. The cabinet is air-tight and dust-proof and is made in two sizes—for drawings 40 x 36 or 44 x 30—at moderate cost.

Used for
Blue Prints
Photos
Drawings
Tracings
Maps
Charts
Patterns
Plans
Train Sheets
Samples

Cabinet holds 1000 prints, all flat.

Write for Booklet

A booklet—"The Proper Place"—for Blue Prints and Drawings tells much more about this "Y and E" Flat File. The booklet will be sent Free to you if you request it on your business letterhead.

YAWMAN AND ERBE MFG. CO. 222 St. Paul Street, Rochester, N. Y.
In Canada, The Office Specialty Mfg. Co., Toronto

World's Largest Makers of First Quality Filing Systems and Business Equipment

Branches, Dealers and Agencies in over 1200 Cities

LOGGING and

Photographs Showing Special American

IN NO industry more conspicuously than in the varied activities of logging and lumbering has there been manifest in recent years a tendency to promote economy and efficiency through system and scientific management. The opportunity for a wholesale and wholesome revolution of method was there, for, until recently, the harvesting of America's seemingly limitless timber crop was carried on in a notoriously extravagant and even wasteful manner.

A realization on the part of the lumber interests that our forest resources are not inexhaustable has been largely responsible for the adoption of conservative logging and lumbering. Under the new order of things there has been a tremendous reduction of waste as well as the elimination of lost motion, and by-products are being utilized which formerly represented a dead loss. As a result of these business reforms the lumber industry is holding its own in a field where the situation is complicated because of the ever-increasing number of substitutes for lumber.

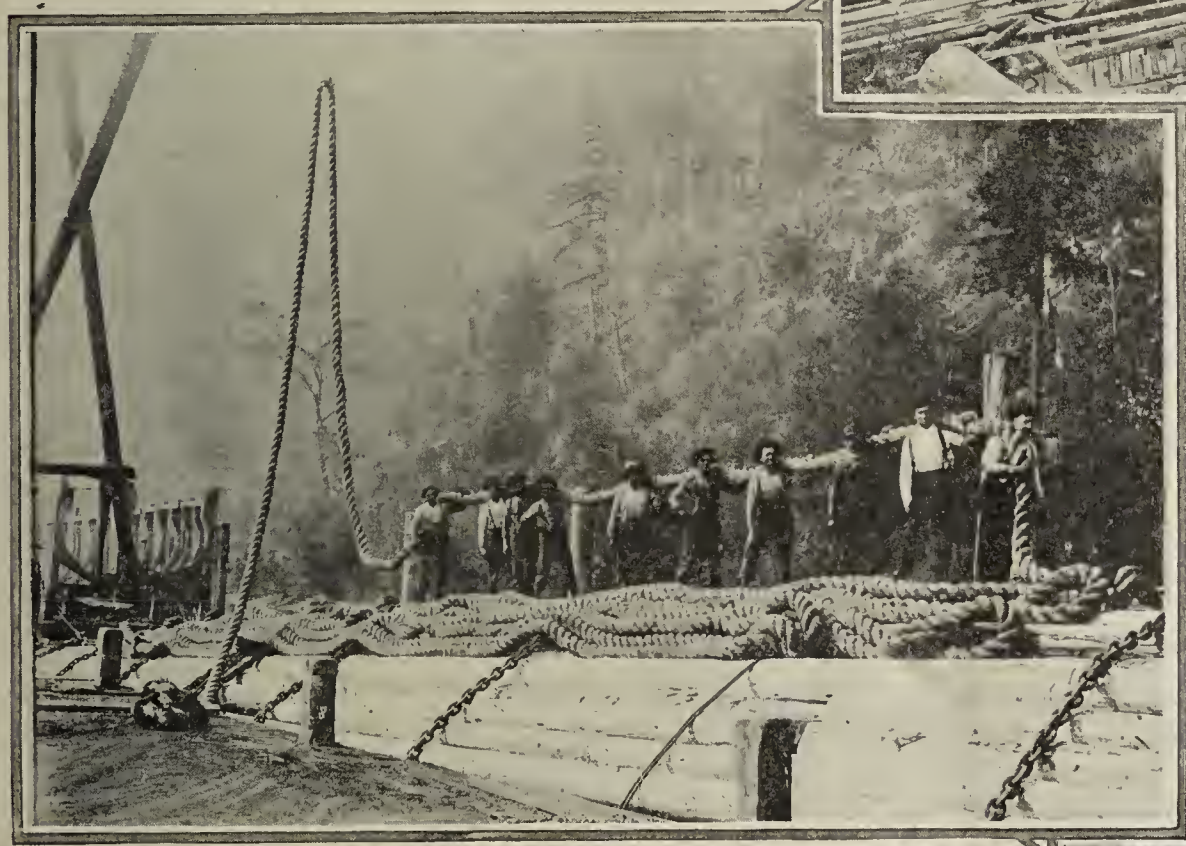
The time-honored method of felling the trees by means of ax or saw, or both, yet obtains in our logging districts, but there is greater care nowdays in the selection of the trees to cut; in felling them; and in the first part of their journey from the stump to the mill. Our more progressive lumbermen have also put a ban on the high stumps which needlessly waste the best timber in a sound tree. It has been ascertained that low stumps are slightly more difficult to cut, but the additional cost is more than counterbalanced by the gain, except in the case of those monster trees of the Pacific coast where the "swell" at the base of many a tree is pronounced of inferior quality and consequently the workmen with saw and axes are perched on a shelf which enables them to sever the trunk ten or twelve feet above the ground.

Perhaps the most marked transformation which has taken place in this industry is embraced in the approved modern methods for transferring the logs from the depths of the forest to the saw mill. Formerly, in many logging regions it was deemed impracticable to attempt to move the logs except when zero weather insured a permanent ice road for the log-laden sleds. Now, thanks to latter-day ingenuity, the logs may be started to market at any season of the year and some of our most extensive logging operations are in progress in the South and in the States of California and Oregon where there is never enough snow and ice to be of any assistance.

LUMBERING

Features of This Great Industry

Specially constructed traction engines which, cumbersome as they are, penetrate the trackless forests have in great measure supplanted horses, mules and oxen in dragging out the logs, but the new era has been inaugurated chiefly through the development of "logging by steam." On the one hand we have the twentieth century logging railroads with their unique locomotives and specially constructed rolling stock, and on the other the powerful donkey engines and that perfection



of wire rope haulage which quickens all the operations of skidding the logs, collecting them at rollways and transferring them to railway trucks,—or mayhap conveying them to flume, river or other waterway in the event that the logs are to be floated to their destination.

Most picturesque, perhaps, of all the methods of transportation in the lumber industry is that of log rafting which has been employed not only on the Great Lakes and our inland rivers but also on both the Atlantic and Pacific coasts. Some of the monster sea-going rafts have comprised in each instance from 12,000 *to* 15,000 *logs or piles, each more than sixty feet in length, and these monster bundles of logs have been fashioned in the form of a cigar and being provided to enable the towing of the raft by one or more tugs as may be necessary.*

The improvement that has taken place in tree cutting and log transportation has been paralleled by the advance made in modern mill practice. Whereas, the circular saw is, from necessity, yet used in many operations, there is a marked disposition to replace it whenever possible with the band saw which makes a narrower kerf or bite in sawing the boards and is consequently much less wasteful. Important economies of time have been made possible through the more extensive use of the gang saws which cut out several boards at a time, and economics in cost of production are being accomplished not less by utilization of the sawdust and other erstwhile waste than by the production of lath, shingles, etc., as by-products derived from slabs, edgings, etc., that might otherwise be wasted. As yet another evidence of the wide-awake policy of American lumbermen there may be cited the recent campaigns of publicity to popularize kinds of lumber that have been more or less neglected by the consuming public, as, for example, witness the successful campaign on behalf of Southern cypress and other special efforts of a similar nature.

Esterbrook Steel Pens
250 Styles

The fact that pens have a real and appreciable effect on human efficiency and comfort, recommends the use of only the best—Esterbrook Pens.

The standard of the world.

Smoothest writing, longest wearing. At all stationers.

Write for illustrated booklet.

Esterbrook Pen Mfg. Co.
95 John Street, New York
Works: Camden, N. J.

R. ESTERBROOK & CO'S 128 BLACKSTONE PEN

TYPEWRITERS
ALL MAKES! ALL STYLES! ALL PRICES!
Our guarantee for service and condition—strong as the original maker's—goes with every machine. You take no risk for we are the oldest and largest rebuilt typewriter concern in the world. Our "Factory Rebuilt Typewriters" are selected machines of all makes, honestly and thoroughly reconstructed from top to bottom

You Can Save
$25 to $50

On the original makers' list prices and be sure of getting a machine that will be perfect in quality, condition and looks, and serviceable and efficient in every way. Our "Trade Mark" guarantees for one year against any defect in workmanship or material.
Write for catalogue and address of nearest branch store.
American Writing Machine Company, 345 Broadway, N. Y.
FACTORY REBUILT

A Bull Dog

No, 1004
18 inches high
Weight
2 lbs.

for your office or den—will not bite, bark or run away; made of Papier Mache which will not break. Finished in brindle colors and has glass eyes.

As an Introductory Offer we are making a special price of

$2.50 each

F. O. B. Canton, Ohio

The Old King Cole P. M. Co.
CANTON, OHIO

IN OTHER MEN'S FACTORIES

A Department of Ideas and Methods That Have Been Tried Out in Other Plants—Little Schemes That Add to the Economy and Efficiency of Operation

A Job-Order Requisition System

IN large institutions—particularly public service companies—it is ordinarily very difficult to insure that there is no wastage of supplies intended for use on various construction jobs. Some firms issue Job Tickets to workmen and allow them to apply to the stock department and on presentation of the Job Ticket to the storekeeper, draw any supplies they think necessary.

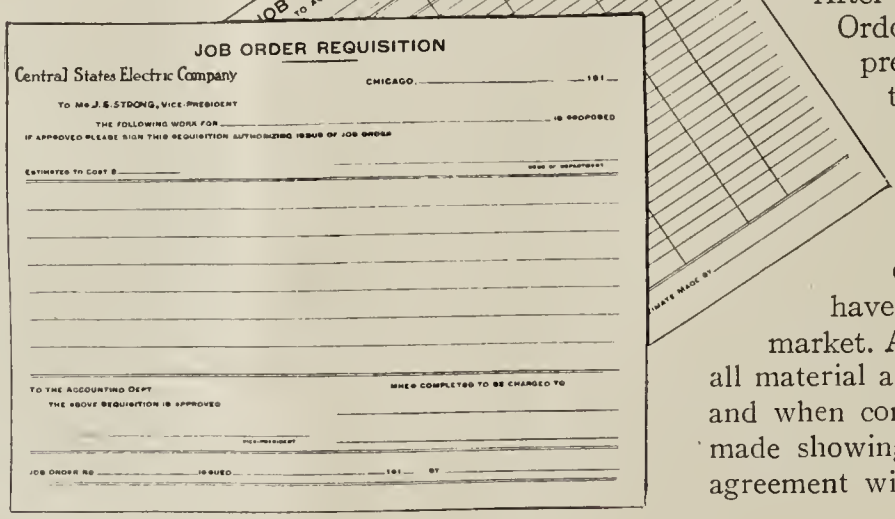
This often results in a workman, either through oversight or deliberate intention, drawing material in excess of that actually needed on the job, which surplus material does not often find its way back to the company.

A public service company in the middle west operates a simple system that makes it next to impossible for losses to occur in this connection. The superintendent sanctions each repair or construction job and then instructs the foreman to proceed with it. The foreman then carefully estimates the material necessary and fills out a Job-Order Requisition, giving details of the estimated cost, department for which work is to be done, and so forth. He attaches to this requisition form a Job-Order Estimate which is used to itemize the exact estimated amount and cost of material and labor needed on the job, and signs his nome at the foot an a line headed "Estimate made by———."

These two forms are then sent to the vice-president of the institution—a practical construction engineer—who from experience can tell whether or not the estimate is approximately correct. In many cases he can suggest cheaper and more effective ways of accomplishing the desired result.

In this way the executive head of the firm is not only kept in touch with all construction work, but can prevent wastes and oversights that otherwise would occur.

After having signed the Job-Order Requisition, the vice-president passes it on to the accounting department, which either authorizes the stock department to release the material called for or else arranges to have it purchased in the open market. A careful record is kept of all material actually used on each job and when completed a comparison is made showing the agreement or disagreement with the original estimate.


JOB ORDER ESTIMATE
TO ACCOMPANY REQUISITION

JOB ORDER REQUISITION
Central States Electric Company
CHICAGO, ——— 191—
TO MR. J. S. STRONG, VICE-PRESIDENT
THE FOLLOWING WORK FOR ——— IS PROPOSED
IF APPROVED PLEASE SIGN THIS REQUISITION AUTHORIZING ISSUE OF JOB ORDER
ESTIMATED TO COST $ ———
TO THE ACCOUNTING DEPT
THE ABOVE REQUISITION IS APPROVED
WHEN COMPLETED TO BE CHARGED TO
VICE-PRESIDENT
JOB ORDER NO ——— ISSUED ——— 191— BY ———

Packing for Export

TO PREVENT injury to radial drills in export shipment, a machine tool company fastens every part securely so that it can not come in contact with any other part. The case weighs ten per cent as much as the drill. The bottom skids of the case are of 2x6 oak and the uprights and cross braces are of 2x4 pine. The floor, top, ends and sides of the case are of 1x6 32 sheating. No sawdust or excelsior is used, but all steel parts are well slushed.

Fifteen years of export shipping experience in another institution finally resulted in the design of the box shown in the background of the illustration, for holding marble slabs or panel board. It is tinned inside

to be waterproof, the bottom is made just wide enough so that nothing will be piled on it; and the sides are given such a slope that the box will not likely be turned on its side.

Selling the Sawdust

NOT many years ago saw-mills were glad to get their sawdust carted away even if they had to pay for it. Now, however, a wide-awake concern will create a market for the waste and dispose of it at a good profit.

One day the owner of a string of saw-mills in Tennessee noticed a woman sweeping up the dusty floor of a public room with wet leaves to keep down the dust. He asked if wet sawdust would not do just as well, and was answered affirmatively.

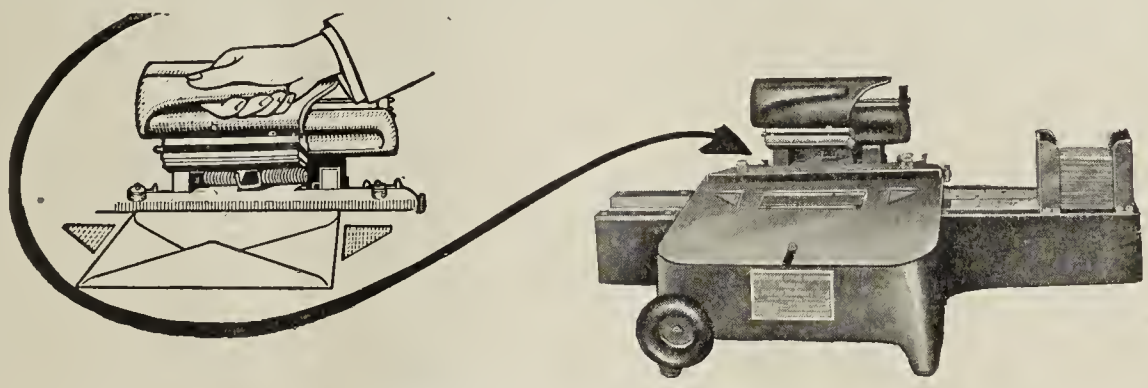
The next week this man shipped a carload of sawdust to Knoxville. This was peddled around to the various retail stores and to saloons with a request to moisten and try a sample of it for keeping down the dust when sweeping.

Most of those who tried it, liked it, and placed a standing order for sawdust at a nominal price.

A DAY OR AN HOUR?

Addressing 1,000 of any of these forms THIS WAY means A DAY'S WORK for clerk or typist, WITH NO CERTAINTY OF ACCURACY

Addressing 1,000 of any of the same forms THIS WAY means ONE HOUR'S WORK for the office boy, WITH ACCURACY ABSOLUTELY CERTAIN.



THINK IT OVER!

Whatever your business, the **$37.50** MONTAGUE OFFICE ADDRESSOR and IMPRINTER shown above can save you time and guarantee accuracy in

ADDRESSING	IMPRINTING
Envelopes	Time-Clock Cards
Post Cards	Work Tickets
Mailing Cards and Folders	Invoices
Lodge and Society Notices	Pay Checks
Statements	Dividend Checks
Shipping Tags and Stickers	Rent Reciepts
Wrappers	Record Cards
Public Service Bills, etc.	Account Cards
	Laundry Slips
	Dealers Names on Advertising Matter, etc.

If you are now handling any of the above forms with pen or typewriter, tear off and mail the coupon—we will mail you samples of the work and full description of the machine.

MONTAGUE MAILING MACHINERY CO.

MONTAGUE BLOCK CHATTANOOGA, TENN.

COUPON

MONTAGUE MAILING MACHINERY COMPANY
MONTAGUE BLOCK, CHATTANOOGA, TENN.

GENTLEMEN:—With the understanding that it will in no way obligate us, we would like samples of work and full information about the Montague Office Addressor and Imprinter.

NAME_____

ADDRESS_____

CITY_____ STATE_____

It will pay you to place your next policy *in the* Postal Life Insurance Company

Assets $10,000,000

1912—STATE DEPARTMENT AUDIT—1912

Insurance in force $50,000,000

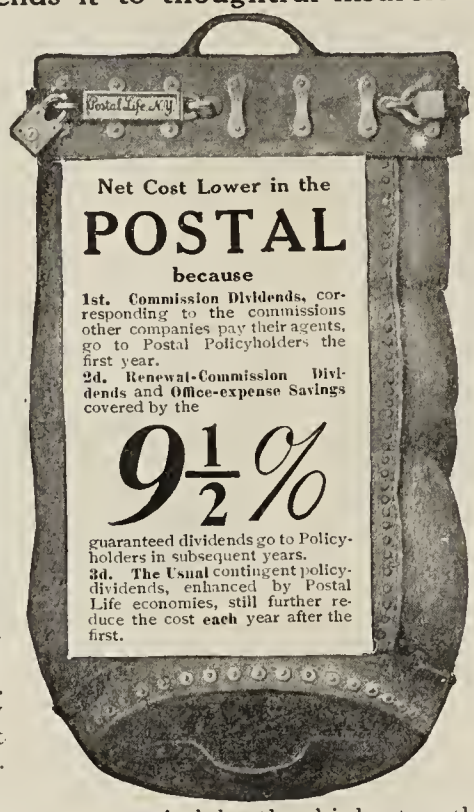
The triennial audit, just concluded, was a most exhaustive inquiry, made possible because the Company eliminates all branch-offices and agents, conducting its business *under one roof*—from a single headquarters, the Home Office in New York.

The inquiry was made thorough because it was the first examination since the Postal absorbed another, and a larger company, and also because the State Superintendent recognized that his official report would be a practical certification of the Company to other State Superintendents: the latter, mindful of the rigid New York requirements and of the strict supervision of its Insurance Department, have agreed that *a company measuring up to New York State standards would be accepted and accredited in other States.*

The outcome is therefore flattering to the Postal Life, and commends it to thoughtful insurers everywhere.

The Chief Examiner of life companies in his statement submitted to the Honorable William Temple Emmet, Superintendent of Insurance, refers to the *high order of the Postal's risks* secured by the non-agency method, and to the progress of the Company in bringing its organization to a *high standard of efficiency*. He adds that the cost of securing business by advertising and correspondence *has not increased* pro rata, with the new business written; the business-getting expense will therefore, as contended by the Company, decrease from year to year. He also adds that part of the cost of advertising should be charged to old business, as continued publicity has a tendency to keep up the confidence of policyholders and retain them.

The examination covers many pages of a printed document on file at the State Department.



Superintendent Emmet, in a memorandum filed with the Examiners' Report December 16th, 1912, calls special attention to the writing of insurance by mail as bringing the policyholders into communication with the home office, and states that the report shows a *general improvement in the condition of the Company*. There is merit, he furthermore states, in the health-work of the Medical Department, not only to the Company and its policyholders but *to the general public as well.*

Particular reference is made to the absence of litigation arising from questions with POSTAL policyholders. He speaks of the number of improvements made in the handling of its business, and points out that *gains have been made notwithstanding the considerable expenditures in 1912 for betterment of the Company's property.*

Thus is the Company commended by the highest authorities to the public. The official endorsements, the conduct of its business through publicity channels, and its operations subject to the United States postal authorities, carry confidence to intending insurers, as well as to its own body of policyholders.

Total Assets and Liabilities

At the close of the examination the Company had over **$50,000,000** insurance in force; the policy and other liabilities were fully covered by statutory and departmental reserves amounting to **$10,029,510.10**, with an excess or surplus to policyholders of **$226,874.55.**

The Company's reserves and other assets are in approved securities, including state, municipal, railroad bonds; bonds and mortgages, real estate, policy loans, accrued interest, deferred net-premiums, cash in bank and various other items, aggregating **$10,256,384.65.**

In writing the Company for particulars for yourself, please give: **First,** your full name; **Second,** your occupation; **Third,** the exact date of your birth. Also mention BUSINESS for February.

Bear in mind no agent will be sent to visit you. The POSTAL dispenses with agents, and pays to you in cash or credits you in equivalent dividends, or paid-up insurance, the amount of agency commissions.

POSTAL LIFE INSURANCE COMPANY

The Only Non-Agency Company in America

Wm. R. MALONE. President **Postal Life Building** **35 NASSAU ST. NEW YORK**

Within one year from that time sawdust was selling in southern cities at fifty cents a load. Soon after the price went up to a dollar a load. Today in certain parts of the country sawdust is worth three dollars and fifty cents a load. Right now in New York there are about five hundred dealers in sawdust with a combined investment of $200,000. They do a business of $2,000,000 a year.

Some concerns now use their sawdust as well as shavings for fuel by using a Dutch oven at the boiler. But a more recent invention for utilizing this waste is a machine that molds sawdust and shavings into sticks of cordwood by means of great pressure—pressure so great that no glue or oil is necessary to keep the sticks from breaking or crumbling. This kind of fuel brings from six to ten dollars a ton and costs only from three to four dollars a ton to manufacture.

At the Western Electric Company's plant at Hawthorne, Ill., the shavings and sawdust are brought to a storage tank within the boiler room by means of exhaust fans and worked into an opening in the top of the furnace by means of a screw conveyor. The wood and other refuse is brought to the boiler room in trucks and fed into the furnace from another slot in the roof of the furnace.

They have never made any accurate tests on the evaporation per pound of wood, but from careful estimates, they burn about 43,000 pounds of rubbish per day and evaporate about 141,500 pounds of water per day, giving an evaporation of 3.3 pounds of water, per pound waste. On this basis steam is costing them approximately 15c per thousand pounds, this amount representing the fixed and operating charges for the plant, no charge being made for fuel. One man per shift operates the entire equipment and the plant is operated twenty-four hours per day.

Keeping Track of Freight Bills

AMONG the most important documents in the traffic department of any manufacturing company, are freight bills. It is important that these records be instantly available at all times. Most concerns have a separate file for freight bills which cares for them under ordinary circumstances, but makes no allowance for their removal by various members of the staff.

BUILDING PRODUCTS MANUFACTURING CO.

FREIGHT BILL MEMO.

_____ R.R. Date Freight Bill _____

Shipped From _____

Materiel _____

Car No. _____ Amount Freight _____

Inv. _____ Dated _____ Amount _____

Receipt taken out by _____ Date _____

It often happens that one clerk will have taken a freight bill from the file in connection with claims he is making on a railroad company, and another clerk unaware of this removal will be put to much inconvenience in searching for it.

To overcome this weakness in a system for caring for freight bills, one large manufacturing company in the middle west has a supply of "Freight Bill Memos" in the vertical file in which they are kept. When an employe intends to keep a freight bill out of the file for any length of time, he fills out one of the Freight Bill Memos, giving name of railroad, date of freight bill, shipping point, material shipped, etc., signs his name at the bottom, and places this blank in the file in lieu of the original freight bill which he takes out.

This system insures that the file will always show a complete record. In the event

of any freight bills being in the possession of various members of the staff, the memorandums inserted in their place in the file, give full details of their nature and present whereabouts.

Making Clothes Out of Wood

FROM Germany we can learn how to make the most out of a tree in an industrial way, for in Germany a tree which has a cord of wood and is worth only about a half-penny a pound, is converted into artificial silk worth 4/4 a pound, and into artificial bristles of cellulose acetate worth 16/8 a pound. Thanks to the German chemist, trees may now serve to clothe a man. A whole industry has sprung up in the last decade for the express purpose of scientifically converting wood into cloth. Wood, moreover, which would otherwise be wasted in fashioning round tree trunks into rectangular boards and beams. In Saxony, for example, a yarn called "xylolin" is made from paper as well as directly from wood pulp. From that paper, yarn, twine, cord, carpet, imitation canvas, and even whole suits of clothes have been made—all of them proof against the action of both hot and cold water. A large corporation has built a factory not far from Berlin for the purpose of making "silvalin" yarn from spruce, of which there are fairly large tracts in Germany. Like its cousin "xylolin," "silvalin" can be woven in the loom to produce whole pieces of cloth, which in their essence are nothing but transformed trees.

Erasing by Machinery

ONE factory in Chicago that has a very large drafting room has machinery to erase pencil marks after the drawings have been inked in. To a small motor they attach a flexible shaft with an eraser on the end. By this method a draftsman cleans up his drawings in about one-tenth the time taken to do it by hand. It is estimated that this ingenious machine saves this factory several hundred dollars annually.

Saving the Time of Mechanics

IT is no uncommon occurrence that a good many times each day a high priced mechanic is devoting his time to doing work which a cheaper man can do as efficiently. Some of these jobs require only a few minutes; in fact, this is frequently so, for if the work requires longer time it is given to a cheaper man, but these few minutes several times a day mean days in the course of a month. If a mechanic should make a practice of laying off three or four days out of each month it would quickly be counted against him, and yet this is just what happens in a less apparent though more expensive way, for he is drawing his wages in the meantime when he is kept busy a few minutes several times a day doing cheap labor.

The superintendent of one of the western railroad shops has been able to solve this problem of waste of expensive time to a fine degree. Instead of mechanics going to the tool room for every little thing that they want, a man from the tool room comes to them and sees to it that they are supplied with everything they need and that their tools are kept in shape. Even such a small item as the handle of a file is given attention. And still this is not so small an item, for by the time a man has gone to the tool room, gotten his handle, returned and fitted it to the file, ten minutes are easily consumed. Under the present arrangement the man from the tool room on his regular round replaces any worn out handle. It takes less time and that which it does take is of less value.

While it is possible only in large shops to keep a man busy all the time at this class

Office of the Beaver Co., Buffalo, N. Y.

"We would not go back to the old system of stenographic dictation"

This statement from the Beaver Company appears in hundreds of letters we are receiving from firms who have installed The

Edison Dictating Machine

It means more than that the Edison Dictating Machine is cutting the *cost* of business correspondence in two. It means that the Edison is cutting down to almost nothing the *effort* of producing correspondence.

Each dictator dictates at will, at any speed and without interruption.

Each operator devotes all of her time to typewriting. She writes faster because she does not have to refer constantly to her notes, and writes with absolute accuracy because she writes just what she hears.

You can find out all about the Edison Dictating Machine by reading our free booklet, "The Goose, the Typewriter and the Wizard." Write us for it today.

THOMAS A. EDISON, INC., 202 Lakeside Avenue, Orange, N. J.

C.P.A.
Questions and Solutions
25c Postpaid

Complete questions and solutions of the June, 1912, New York, C. P. A. examinations, reprinted in a fifty-nine page book. Accounting answers by P. J. Esquerre, one of the most prominent accountants of New York. Legal answers by Thomas Conyngton, the well-known lawyer.

Money back without question if not satisfactory, but send today—there are only two hundred left.

The Ronald Press Co.,
198 Broadway, New York City

File So You Can Find

Stop now and think. How often do you fume and fret because the paper you want takes ten times as long to find as it should?

With the ordinary folder the more important the paper, the oftener it is looked up, the more likely it is to be lost by misfiling.

If your papers are worth filing you need the

Security Folder

Saves Time in Filing and Finding
Keeps Papers Smooth and Clean
Simplifies and Makes Orderly Files

A sample Security Folder will convince you. Tells the whole story. It's FREE. Send for the sample—or better still, send $3 for 100 and get started. But SEND TODAY—On your letterhead—please.

American Card Index Company
1372 West 3rd Street
Cleveland

Wanted
Live Representatives Everywhere

Someone has said, "Opportunity Comes but Once"

Then surely don't overlook this one now being offered to YOU. Those who apply first will get the first chance. This is an opportunity for big men—men who can see far ahead and grow with the field. We will pay you just as much as you earn. You may begin by devoting either full or spare time. Excellent spare time or side line proposition. There is chance for advancement. We will let you manage a crew and become District Manager if you show the right spirit and ability. In short this advertisement presents to you an opportunity of a life time. It will at least cost you nothing to apply and ask for full details regarding the proposition. So write us today. Give your present occupation. Address

SALES MANAGER
The Business Man's Publishing Company
Detroit, Michigan

of work it is possible even in smaller shops to have a cheaper man do this work in connection with other duties. It does not only mean a saving in labor costs, but a reduction of overhead through an increased output of the shop because the mechanic is allowed to pursue his work without interruption.

Time Stamps for Repair Work

A MANUFACTURER of electrical supplies has found a time stamp of great convenience in getting an accurate record of the labor on small jobs. Formerly there was a wide variation in the labor approximated to each job, especially the repair jobs. The mechanic now checks off on the card attached to the work, the operation he

has performed, and then stamps in the time of completion of the task. The workman is saved trouble of writing, the cost clerk has a legible record and the job is now charged with only the time really put upon it.

Overhead Tracks to Facilitate Painting

IN an Indiana city a plow manufacturer had taken up harrows as a side product. One of his difficulties was the time consumed in getting the painting done. The harrows were piled in one corner. Two men took up one, carried it to the dipping tank, lowered it for a first bath, held it for a time over the dripping pan and then slowly carried it to another point along the wall, there to remain until sufficiently dry for a second dipping. In another end of the same city, a wagon manufacturer had much the same work to be done—painting the running gears of wagons. But he had studied out a more improved plan. Overhead tracks ran through the length and breadth of the factory. The parts to be painted were suspended from the moving piece on the track. Immediately over each paint vat, a section of the track could be lowered and raised by hydraulic pressure, enabling a single man to dip several parts at the same time. Then the gears were moved along the track, left stand à time over the dripping pan. A short while later, they were given a second bath, in a paint tank farther along the line, and so on. At each step one man performed the work, standing in an upright position, without exerting any lifting strength. The work could be pulled in front of a window or where the light was best and men may be ranged along this track at such intervals as would keep the running gears from being held up at any point in manufacture. This same trolley system might be used by the harrow maker, to decrease his labor expense and almost double his output.

Chemistry Relieves the Hand

THIS is how one man now does what was formerly done by four workmen. All castings received from the foundry of one manufacturing plant were covered with scale and the corners were full of fine sand. For a long time these were wire brushed by hand. Now they are dipped into a pickle bath of weak acid and they come out bright and clean, much better than the work could be done by hand. And the saving is about two thousand dollars a year.

Carborundum Made from Sawdust

EVERY now and then reports are published about someone who is trying to utilize the sawdust which accumulates all too rapidly at sawmills and wood-working establishments. Meanwhile some of our electric-furnace pioneers have quietly gone ahead, and have already been using sawdust for years as one of the ingredients for making that exceedingly hard grinding material, carborundum. To produce this, a heavy current is passed through a core of coke surrounded by a mixture of carbon, sand, salt and sawdust. More common ingredients than these cannot be conceived, but they illustrate the marvelous results which can be obtained when electric current is available.

Separating the Cotton Waste

IN TEXTILE manufacture is a great deal of waste in the card and spinning rooms, such as sweepings, roller laps and so on. This product of all cotton mills is

composed of soft waste well mixed with threads. The thread must be separated from the cotton waste in order that both may be used to the best advantage; and this separating has nearly always been done by hand. In trying to turn this waste to greater profit one textile manufacturer has designed an extractor to separate the two forms in the quickest possible time. The threads are caught on a spiked roller, while an exhaust fan takes away the other material. A grid underneath catches any dirt and dust. After being run through the extractor the soft waste is ready to be reworked into coarse count yarns, while the threads can be used for some other purpose.

Changing Location of Machines

IN a shoe factory something happened to one of the machines one day. It was taken out and found too much depreciated to stand repairing. In its stead a similar machine, installed at the other side of the factory, was brought into service. Work went through fast enough to suit the superintendent and the machine across the room was kept in use. For fifteen years the shoes zigzagged in the process of manufacture and it was only when some new man pointed out the enormous waste of time, space and trucking that this machine was moved over in line with the other related processes.

Stencil Cutting by Machinery

ONE machinery manufacturer who had trouble with goods not reaching their destination found the trouble due to careless routing and shipping directions which were not altogether legible. Shipments went astray because the freight handlers could not decipher the scrawled painting on

the boxes. A small stencil machine proved to be the remedy. The stencils were cut during spare time by a young man in the shipping room. The saving the following year over what had previously been spent easily covered the cost of the stencil cutter.

Wake Up, Old Man, Wake Up!

Be a Book-Keeper! Be a FIRST-CLASS Book-Keeper! Never Fall Asleep Over Your Work or be troubled over long columns of figures, if you will purchase and master the contents of **"Goodwin's Improved Book-Keeping and Business Manual."** This book is not a luxury but a necessity—particularly to the **progressive.** It leads directly to **money-making** and **money-saving.** You can learn from it **within six weeks' home study,** how to open, keep and close ANY set of double entry books in the most modern "up-to-date" manner; change from single to double entry; locate errors in trial balances; prove postings; improve systems; audit accounts; average accounts; compute interest; teach book-keeping; earn money as an expert; save one-third labor; make "balance sheets," render comparative statements; keep books for or manage a **stock-company** or **manufacturing concern,** and more—**MUCH MORE!**

Price (postpaid) $3.00. Send for descriptive pamphlet—or for **THE BOOK.**

A copy of **"GOODWIN'S PRACTICAL INSTRUCTION FOR BUSINESS MEN" (AN EXTREMELY VALUABLE BOOK)** price $1.00, will be sent, **FREE OF CHARGE,** to those who cut out this "paragraph," pin $3.00 to it, and send for the book and "course" above advertised, so be sure either to use it yourself or hand it to somebody else to use—as it is **WORTH $1.00 TO USER!**

8th in the U. S.! "Last year I passed eighth in the United States in a Civil Service Examination for the position of Traveling Examiner of Accounts for the Government—THANKS TO YOUR PRACTICAL INSTRUCTION!"
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J. H. GOODWIN, Expert Accountant
Room 953-1215 BROADWAY, NEW YORK

Stop Forgetting!

Now, What Was That Fellow's Name?
I Can't Remember Those New Terms.
I Know—But Can't Find Exact Word.
What on Earth Did He Say About It?

A Perfect Memory
Is the Key to Success

The mind of the average person is filled with thousands of single unrelated ideas which waver and fluctuate with every emotion, like the billows of the sea.

The man with a Wandering Mind can never hope to Make Good — he will always be a drug on the market — he has too many competitors. The great men of all ages are those who acquire the ability to concentrate and to memorize.

My method is highly recommended by ELBERT HUBBARD, PROF. DAVID SWING, and thousands of others. Ten minutes a day of your spare time will give you this training and not interfere with your work in any way.

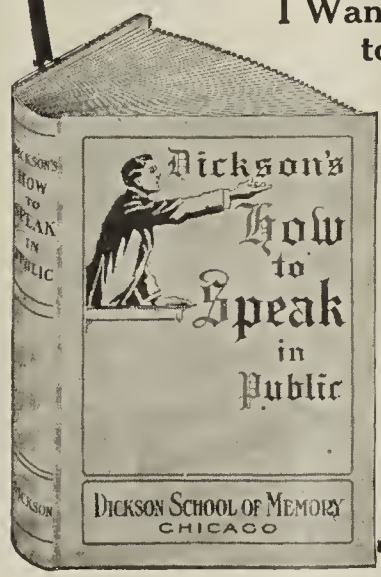
You Can Be Trained to Remember Accurately

In the business battle — matching wits each hour of every day — the ability or inability to think on your feet, to remember instantly and accurately means gain or loss. To succeed you must be "forget-proof." Just as surely as a poorly organized business can be placed upon a basis of perfect systematization and thereby made thoroughly efficient—so can your mind be trained and made a classified indexed and cross indexed filing system of facts so that you can command, on the instant, any thought, fact or argument.

The Dickson Method of Memory Training Will Do This for You It will enable you to classify impressions, ideas, names, facts and arguments so as to have them ready at a moment's notice at any time. It will train you to think on your feet, to converse in a natural, interesting way, to overcome self-consciousness and bashfulness, to acquire easy, logical thinking. My course is not a theory, but is purely and absolutely scientific—the result of more than 20 years of close, intimate contact with students in schools and colleges and searching their developing minds for means of strengthening their memories.

I Want to Send You My Book, "How to Remember," Absolutely FREE

Simply clip the coupon and mail it today. It will explain clearly the course that has raised thousands of men from failures to great successes. You can have this same training. My free book is the first step. Don't delay. Age, education, vocation or place of residence makes no difference. Send the coupon today.



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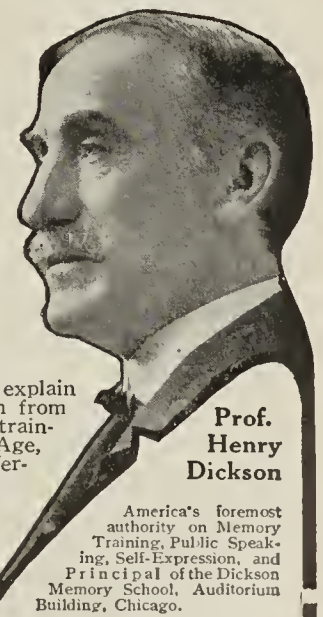

Prof. Henry Dickson

America's foremost authority on Memory Training, Public Speaking, Self-Expression, and Principal of the Dickson Memory School, Auditorium Building, Chicago.

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Send me free Booklet "How to Remember," also full particulars how to obtain a free copy of Dickson's "How to Speak in Public."

NAME.....
STREET.....
CITY.....STATE.....

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Horsford's Acid Phosphate is especially recommended for the restoration of energy and vitality, the relief of mental and nervous exhaustion, impaired digestion or appetite.

HORSFORD'S Acid Phosphate

(Non-Alcoholic)

Is a scientific and carefully prepared preparation of the phosphates, and has been found a most valuable general Tonic.

A teaspoonful added to a glass of cold water, with sugar, makes a delicious and wholesome beverage.

If your druggist can't supply you send 25 cents to RUMFORD CHEMICAL WORKS, Providence, R. I. for trial size bottle, postage paid.

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THE NEW TEXT-BOOKS FOR OUT-DOOR WORK AND PLAY.

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Each volume is separate and complete. Among the subjects treated are: Origin and development of breed, selection of the individual dog, care, breeding, training, kenneling, sickness, injuries, remedies, how to prepare for exhibitions.

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Newspaper Subscription Records

By R. E. Hardway

Circulation Manage The Fairmont West Virginian.

NEWSPAPER circulation, as every publisher knows, is filled with a dizzy mass of detail and difficulties. Application of direct and effective methods is absolutely necessary if the best results are to be secured. It is the purpose of this article, however, not to deal with the scope of circulation work, but to give concise presentation to a simple, accurate and economical system of keeping newspaper subscription records.

A new subscription is entered in the City Subscription Blotter (Form No. 1), after which it is rendered in duplicate on a Subscription Order Blank (Form No. 2). These blanks are printed on stock of two colors, for convenience of illustration, white and blue. The duplicate (white) is assigned to the proper carrier. The original (blue) is retained by the circulator. For dispatch and facility in handling city routes, nothing excels a rack provided with numbered hooks for the carriers, on which to hang their respective orders.

The original (blue) Subscription Order Blanks are printed on tough, durable paper, suited for wear and exposure to bad weather, and are punched in the middle of the left-hand margin. After new subscriptions have been O. K.'d by the carriers, they are fastened on route rings, and are kept made up according to the order in which the routes are being delivered.

For a stop, the previous order is pulled out, and both are thrown away, while for a transfer the new order is inserted after the former address of the subscriber has been crossed out.

Carriers should look through their route tags once a week, insert new orders, pull out stop orders, etc., and every route should be kept in instant readiness for emergency. If, for example, a carrier is absent without notice, and has no substitute on hand, his route will be passed without delay, complaints or loss of subscribers; also, by means of this lever alone, the whole carrier force may be perfectly controlled. The circulator is in position at any moment to make changes on the routes quickly and effectually. As a consequence, his carrier boys are more orderly, respectful and attentive to duty. The subscription Verification Card (Form 3) is printed on Index Bristol, preferably salmon-colored, and should be carried, to avoid wear and breaking, in a good heavy manilla envelope.

Form No 1.

Daily Corrections. .....19....

ORDER	ROUTE NO	NAME	NO AND ST.	REMARKS	CHECK

Summary: New,.... Stops,....Cause for Stops:

As each carrier reports for his papers, he should be closely questioned concerning route matters, whether he found every new address, whether any changes have occurred on his route, etc. Thus the original (blue) Subscription Order Blanks are good reminders, and surely promote a quick and thorough service.

Stops, and transfers on the same route from one street to another, are entered in the City Subscription Blotter, and the order in duplicate is written out on the Subscription Order Blank. Note the economy and convenience of the Subscription Order Blank. It is employed to start, change or cancel either a city or a mail subscription.

The Subscription Verification Card is filled out with pencil that mistakes may be easily corrected, and is issued to the carrier a day or two after the Subscription Order Blank (Form No. 2), lest confusion and delay result in checking on the card, for subscription orders now and then go to wrong routes, and must be reported. When Subscription Verification Cards have been returned by the carriers with the signatures of new subscribers and their verified addresses, they are filed alphabetically. The utility of the Subscription Verification Card is four-fold. (1) Information on the card is full and accurate. (2) The carrier learns exactly where the paper is to be left.

(3) The office is furnished with a ready index to its city subscription list. (4) Repudiation of accounts by subscribers is forestalled, and trouble and loss of money anticipated.

The City Subscription Charge Card is an important link in the chain of a city subscription. There are two styles of these cards, one for weekly collections, and one for monthly collections. The color scheme is here used to good advantage, the color indicating when the subscription should be paid, and thus guarding against errors in checking from the Subscription Collecting Cards (Form No. 5-A). The Weekly Subscription Charge Cards have a life of four

Form No. 2.

THE EVENING NEWS SUBSCRIPTION CITY MAIL

Check..... Date.....

NEW	TRANS.	STOP

Name.....

Route No..... No and St.....

.....

R.F.D. No..... P.O.....

.....

Remarks.....

.....

years, while monthly cards have a life of six years, which saves frequent transcribing.

To identify every account, and prevent errors of checking, each card is given an order number, these beginning at one and being unlimited in range. The order number is duplicated on the City Collecting Card (Form No. 5-A), which minimizes mistakes in posting.

When a subscription is discontinued, the date is inserted, as it is also whenever the address is changed. A designating symbol should appear in the proper space when a subscription begins, and another one when it stops. If the newspaper is mailed out of town for a time, M (Mail) and date is written on the stop line.

City Subscription Charge Cards are filed with reference to route numbers, while the routes are arranged according to street names, and the subscriptions on a street according to house numbers.

Form No 3.

Carrier Route No..... You are directed to leave papet for

NAME.....

ADDRESS.....

Beginning.....

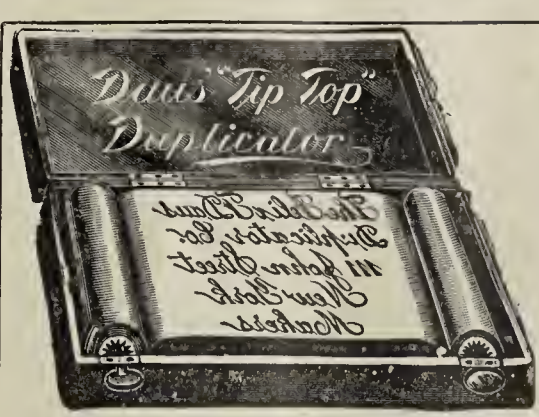
Received the EVENING NEWS on above date.

.....

SUBSCRIBER.

Carrier must secure signature of subscriber to this card and return it to the office for filing. A fine of ten cents will be imposed for failure to return this card.

The collecting is usually performed Saturday mornings by the carriers, who work on a commission, usually five or ten per cent of their receipts. Provided that a



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Of Form Letters, Price Lists, Bills, Invoices, Drawings, Menus, Reports, ANYTHING? Then take advantage of our offer of

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and become one of thousands of satisfied customers who all agree that

Daus' Improved Tip Top Duplicator

is the simplest, easiest and quickest method of duplicating, on the market. **100 Copies** from Pen-written and **50 Copies** from Typewritten Original.

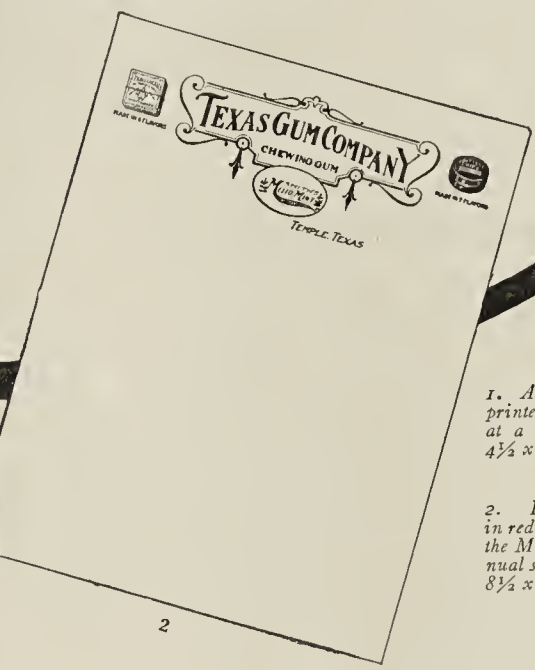
Each machine contains a continuous roll of our new **"Dausco" Oiled Linen Back** of duplicating surface which can be used over and over again. If you have tried other duplicators without success, you will be more than pleased with ours.

Complete Duplicator, Cap Size, (prints 8¾x13 inches) Price, $7.50. Special discount of 33⅓ per cent. **Net Price** **$5.00**

Daus Building, 111 John Street, NEW YORK

Let Mr. Smith Tell How the Multigraph Saves $550 a Year on Letter-Heads Alone, and has Materially Increased His Business

1



2

1. Advertising Card printed on the Multigraph at a great saving. Size 4½ x 7.

2. Letter-Head printed in red, green and black, on the Multigraph, at an annual saving of $550. Size 8½ x 11.

Here's Mr. Smith's Own Statement in a Letter to Us:

"THE Texas Gum Company started business in a very small way, and up to the time we installed our Multigraph we had not undertaken any extensive advertising campaign; but since the installation of an Electric Printing Multigraph we have been enabled to carry on quite an active advertising campaign continually, which has been the means of a very material increase in our volume of business. We would under no consideration consider being without the use of the Multigraph in our office.

"As to the actual saving in the cost of work done on the Multigraph compared with having it done by job printers, we offer the following as an example.

"We run a letter-head printed in three colors, which formerly cost us $4 per thousand. We are now printing this on our Multigraph at a cost of $1.25 per thousand. As we use 200,000 letter-heads in a year, the saving on our letter-heads alone amounts to $550 annually.

"We are enclosing a large number of forms that we print on the Multigraph, and we can say frankly that this printing is just as good as the work that we formerly got from the printer; and a young man in our office produces it without any trouble." *B. F. Smith, Pres.*
Texas Gum Company, Temple, Texas

(Mr. Smith tells us he will be glad to answer any inquiries)

You Can't Buy a Multigraph Unless You Need It.

BUT one of our representatives will gladly help you ascertain your need. Begin your investigation today. Get in touch with our nearest branch; or write us direct, on your business stationery, for specific information. Use the coupon.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery.* We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.
1804 E. Fortieth St., Cleveland

Printing:
- ☐ Booklets
- ☐ Folders
- ☐ Envelope-Stuffers
- ☐ House-Organ
- ☐ Dealers' Imprints
- ☐ Label Imprints
- ☐ System-Forms
- ☐ Letter-Heads
- ☐ Bill-Heads and Statements
- ☐ Receipts, Checks, etc.
- ☐ Envelopes

Typewriting:
- ☐ Circular Letters
- ☐ Booklets
- ☐ Envelope-Stuffers
- ☐ Price-lists
- ☐ Reports
- ☐ Notices
- ☐ Bulletins to Employees
- ☐ Inside System-Forms

THE MULTIGRAPH

Produces real printing and form-typewriting, rapidly economically, privately, in your own establishment

You don't need to print 200,000 letter-heads a year to find the Multigraph profitable. There are many ways in which it would doubtless increase your business and cut your printing-costs, whether your business is small or large.

THE AMERICAN MULTIGRAPH SALES CO.

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Branches in Sixty Cities—Look in your Telephone Directory
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Scientific efficiency in check writing is best exemplified in the use of the

SUN CHECK WRITER

For the reason that checks written with it are ***automatically*** and absolutely protected in the ***process of writing*** them, and require no further detail or labor. Furthermore, it is a ***proved time-saver*** over any other known method of writing checks.

It is the only machine that writes the *entire check*, protecting *every letter* and *figure* with writing that cannot be erased or altered in any way without detection.

The use of the ***Sun Check Writer*** opens up an entirely new field in the simplification of check making methods. Our experience and suggestions are at your disposal without charge.

Send for SAMPLE CHECK and INFORMATION.

The Sun Check Writer

315 BROADWAY : NEW YORK

Pull Up Your Socks

—JUST ONCE, and slip on the "New Idea" Supporters. If they do not STAY in place—if you're even conscious that you WEAR supporters—if they do not give you more COMFORT and SECURITY than $5.00 worth of the creeping, binding, elastic kind, we will return your money and let you keep them. The PRICE—*15c* for a nickel plated pair, good for five years. For $5.00 worth of Comfort and service, enclose 15c today for a pair postpaid. *Circulars Free.*

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ADDING MACHINE
multiplies, subtracts
For General Office or Desk Use
Over 60,000 in use, mostly sold through recommendation.
Purchase through your Stationer
If he will not supply you send remittance to us. We guarantee every machine—money refunded if not satisfactory within 10 days.
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Live Agents Wanted

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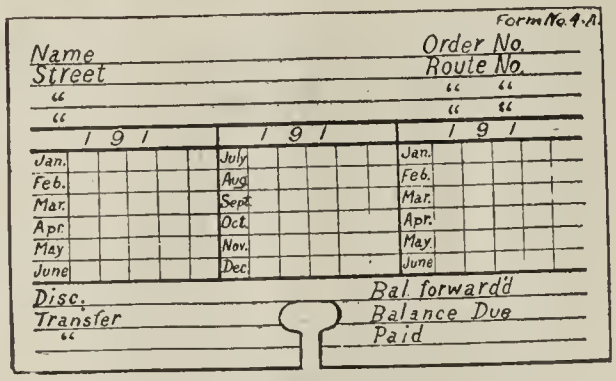
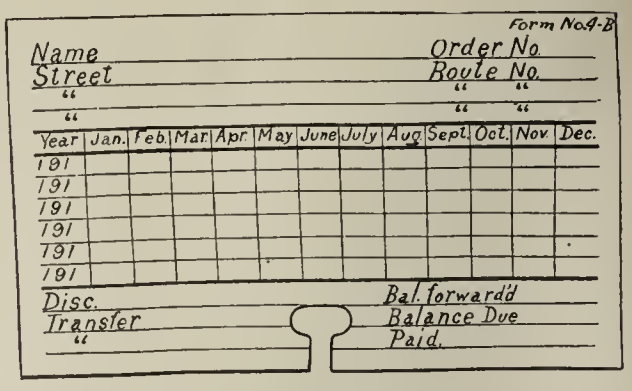
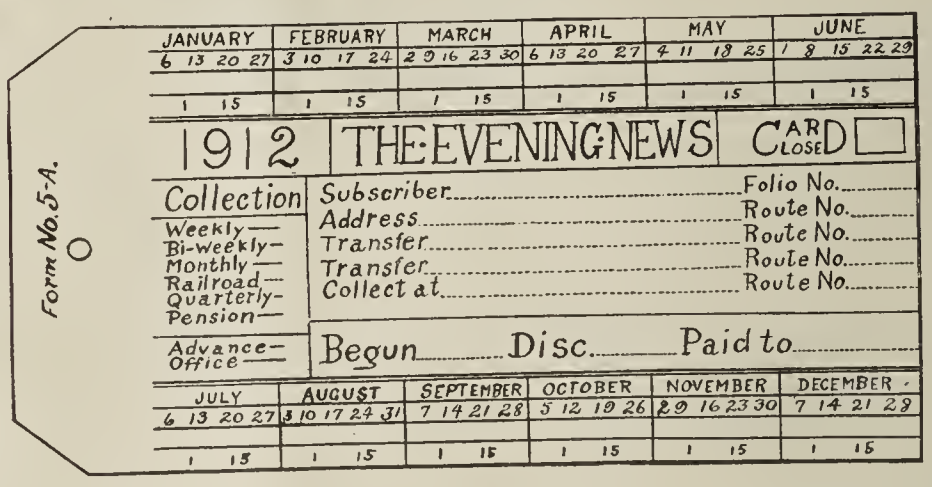
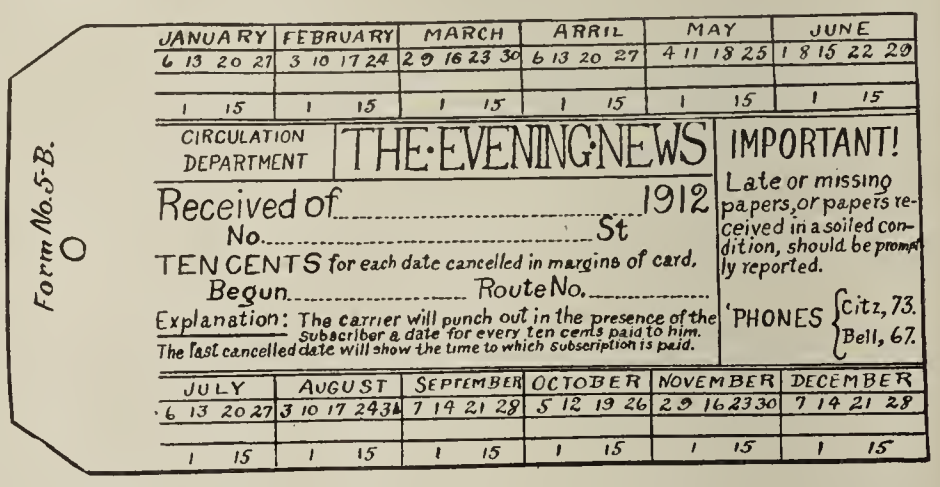




newspaper has good active, gentlemanly carriers and an exact system of checking collections, it will be found with rare exception that collecting done by carriers is the cheapest and most thorough method in practical operation. The carriers know where every paper is delivered, and the whole field is covered at a single stroke. Furthermore, weekly collections assure a minimum percentage of loss from delinquent accounts, removals from town between collections, etc. When the carriers act as collectors, the circulator should follow up accounts of 50 cents, or more, unless in particular cases it is seen fit to extend longer credit.





Two Subscription Collecting Cards, or Tags, are called for. Form No. 5-A is carried by the collector, while Form No. 5-B is kept by the subscriber, and presented to the collector when payment is made. Both are punched in accordance with the amount paid to the collector. Form No. 5-A contains some useful data for the office, and Form No. 5-B contains a few instructions for the subscriber. Punches are changed every week by a plan of rotation.

The following symbols marked on Subscription Collecting Cards under proper dates mean:

O (nought)—subscriber out.
— (minus)—no payment made.
X (cross)—promise to pay.
V (check)—instalment on account.

In the last case, if the "date when paid" is much later than the "date paid to," the former should be written next to the punch mark.

The sign I through a date shows when a subscription began, and X after a date shows when it was stopped.

When the Subscription Collecting Cards are not in use, they are deposited in a drawer or rack constructed with pigeonholes, and different designs may be secured each week by advancing the punches one place, which will not be duplicated until the whole circuit of the routes has been completed. A separate punch should be used for office payments.

As a safeguard against possible crookedness, the circulator should accompany one carrier every Saturday, handle the Subscription Collecting Cards himself, and compare with the subscribers' Subscription Collecting Cards the credits that have been clipped. A crafty carrier may punch a subscriber's card only, and keep out the payment, but this trick will soon be detected, and it can be prosecuted. That many people never take a receipt for any money paid out presents a different condition, which, however, is inherent to every sort of business. In such cases, proof of fraud is unavailable, and charges are useless, if not unjust. A newspaper through its columns can insist that patrons always take a receipt.

When the first payment is made on a new Subscription Collecting Card it should bear the office punch mark, which indicates that the preceding card has been regularly closed. For instance, if a Subscription Collecting Card on which there is still a balance should become lost or separated from a later card, and a settlement should be made on the face of the latter, loss either of money or of the good will of a subscriber would be the probable consequence.

Form No. 6.

Name.....

Paper delivered at

No.....Street

Collect at

No.....Street

Route No.....Remarks.....

.....

A new collector should be attended on his initial trip by the circulator, or an assistant, to teach him the system as well as to check up his predecessor's work, thus starting him without a handicap or a cloud of suspicion.

Access to their cards and punches must positively be denied to the carriers, otherwise fraud and deception will surely spring up.

When a paper is delivered at one address, and collected for at another, the Subscription Collecting Card is transferred to the route on which it is payable, and a Subscription Reference Card (Form No. 6) is substituted. The merit of this practice will be readily appreciated as it will not be necessary for Subscription Collecting Cards to be detached from the route rings, and special calls made; furthermore Subscription Collecting Cards are less liable to become transposed or lost.

For collections which may be received on routes at other times than Saturday morning, a Carrier Subscription Blank Form No. 7 is the solution. Each book is allotted a number, and this number is stamped on every blank receipt that the book contains. In addition, the blank receipts of every book are numbered consecutively from 1 to 25.

The Carrier Subscription Receipt books are charged as they are drawn by the carriers, and whenever a route changes carriers, a new book is issued, and the preceding one is called in. The stubs of the Carrier Subscription Receipt books are filed in the order of their book numbers as they are returned, and thus they are instantly accessible. This system affords a key to every transaction, by which errors or fraud can unmistakably be traced and fixed.

Every carrier's newspaper sack should be provided with a pocket in which may be carried a lead pencil and a Carrier Subscription Receipt book as well as an envelope for Subscription Verification Cards and a supply of Subscription Order Blanks. Failure to receipt payments, to report orders of any kind, etc., should be punished by a fine, and, if continued, by dismissal from the carrier force.

For every carrier there is an individual Route Collection Card, on which record is kept of the number of cards taken out

Form No. 7.

THE·EVENING·NEWS

No..... Date.....
Name.....
Street.....
Amount.....
Collector.....
Route No.....
Punch Mark.....
Paid To.....

THE·EVENING·NEWS

No..... Date.....
Received of.....
the sum of.....cents,
on account of subscription.
_____Collector.

NOTICE! Place this receipt with your card and have carrier credit amount of this payment on your card.

Form No. 8

ROUTE No.____

Date Add Punch	Carrier	Cards Out	Cards Col'd	Amt Col'd	Prev. Wk Pmts	Office Pmts	Total	Excess	Shortage

Intelligent Industry Insures Independence

By FRANKLIN O. KING

The Man Who tries to Kill an Elephant with a Pop-Gun is on a Par with the Person who would plan to Pulverize a Peanut with a Pile-Driver. Both may be Terribly in Earnest, but Neither has a Correct Idea of the Eternal Fitness of Things. Fools Spoil their Tools when they try to Reap Results without Rules. Like the Horse on the Treadmill—They are Walking Fast, but not Getting Anywhere, in Particular. The Untrained Man, with only Brute-Strength to commend Him, is up against a Hard Proposition in this Day and Age of *Specialized Supremacy.*

In other Words, the Man who Knows How to do one or two things *well,* has most Everybody else *"On the hummer,"* when it comes to Competition. Emerson said:—"The Man who Makes the best Mousetrap will find a Beaten Path to his Door, even though he Live in the Midst of a Forest." I am not so Sure about the quotation, but it simply bristles with Truth, like Quills on the Ridge-pole of a Fretful Porcupine. The Man with the Hoe would make more "dough" if he used *Modern Methods* to Sow and to Reap.

The Business Man makes the Best Farmer, because he Applies Business Principles to Buying and Selling, as well as to Growing his Crops. His Creed is Simply to make a Two-Dollar Bill grow where only a "One-Spot" grew before, and with all Due Respect to the Yokel who is Merely Multiplying Blades of Grass, I think the Business Farmer has the Bulge.

The Mechanic, the School-teacher, the Doctor, the Lawyer and the Day-laborer are all "Business Men," when it comes Right Down to it—"Even as You and I." Most of Them have had Training in the "School of Hard Knocks," and Know How to Listen when "Money Talks." It only requires the Application of Brains in Order to make the Earth most Anywhere Bloom with Life.

Ben Franklin said:—"He who by the Plow would Thrive, Himself must either Hold or Drive." The Man who is Really in Earnest will *absolutely make good* on a Small Farm, if he will only Put his Shoulder to the Wheel, and stay "Put." **Work Wins**—It Always Wins, but **Industry** and **Intelligence** are **Irresistible** and **Invincible.**

Two Texas Gulf Coast Products

Since Investigating Conditions in the Rain Belt of Gulf Coast Texas, I have no Fear of Old Age or Poverty, because I Know I can Take Up a Few Acres down there and be *Absolutely Independent.* I am Firmly Convinced that with *Average Intelligence* and *Average Industry,* any Man who is now Working His Head off in the North to make a *Bare Living,* where they Snatch one Crop between Snow-Storms and Blizzards, can soon Lay Up a Nice Bank Account in the **Winter Garden of America.** Come to the *Land of Least Resistance,* where You can Grow Three Big Money-Making Crops a Year on the Same Soil and Without a Dollar's Worth of Expense for Irrigation or Fertilization.

I believe you could save Twenty-Five Cents a Day if You Tried. I know you would Try if you Realized that our Growers of Figs, Strawberries and Early Vegetables clear a net profit of $300 to $500 an Acre growing Oranges in our Country. Remember that our Early Vegetables get to Northern Markets in Mid-Winter and Early Spring, when they command Top Prices.

One German Truck Grower on adjoining lands last spring realized nearly $500 from three-fourths of an acre of Strawberries. You could do as well if you only Tried, and on a Ten-Acre Tract **Find Financial Freedom.**

The Biggest Price paid for a car of watermelons on the Houston Market last year was $140. The car was shipped by the Danbury Fruit and Truck Growers' Association.

We are situated within convenient shipping distance of Three Good Railroads and in addition to this have the inestimable Advantages of Water Transportation through the Splendid Harbors of Galveston and Velasco, so that our Freight Rates are Cut Practically in Half. The Climate is Extremely Healthful and Superior to that of California or Florida—Winter or Summer—owing to the Constant Gulf Breeze.

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each Saturday morning, the number of cards collected, the amount of money collected, excess or shortage of money, etc., Form No. 8. The amount of mid-week collections made by the carrier is credited from the Carrier Subscription Receipt (Form No. 7) stubs, and memoranda should be made of all office payments on which the carrier is entitled to a commission.

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C.P.A. QUESTIONS *and* ANSWERS

By R. J. Bennett, C. P. A.

Question No. 1—Practical Accounting—from Virginia Examination of October, 1912. See page 115 for copy of question

Reorganization of Corporations

THIS question illustrates a few interesting points, chief of which is an attempt to establish the actual book value of the Chimera Chemical Company's Common Stock. An audit of the books is made in conjunction with the board of appraisers whose duty is to place a valuation on the company's property. The arbitrators may or may not be additional persons. The company's condition is very much changed as a result of the findings of the auditor and appraisers, which necessitated numerous corrections and adjustments. These adjustments have given the Chimera Company's condition a changed appearance and have turned its Surplus of $78,968.72 into a Deficit of $50,000. The assets were greatly inflated in order to make a good showing and liabilities omitted or not yet entered with, no doubt, the same object in view.

The President of the Chemical Company desired to sell all of the Common Stock of the company to the Opulent Oxygen Company at its book value, which has been determined by arbitrators. He owns only 800 shares of the outstanding stock which he turns over at the value decided upon, and he agrees to obtain and turn over also the remaining 200 shares at the same price. This has been done though the additional 200 shares had to be purchased for him at $75 per share by the Opulent Company. He will reimburse them for the amount paid, $15,000. The main question now is, how much should Willoughby West receive for the 1,000 shares of stock turned over to the Opulent Company? What is the actual book value of the Common Stock?

This will depend largely upon the status of the Preferred Stock of $50,000 now outstanding. The entire capital stock of the company is $150,000, but its book value has been reduced to $100,000 because of the deficit of $50,000. It would seem then that since the actual capital of the company is now only two-thirds of its share capital, that the value of each share would be only $66.67. Both preferred and common would be reduced to the same valuation. On this basis, Willoughby West would be allowed $66,666.67 for the 1,000 shares of common stock turned over by him. In exchange for this, he is given an equivalent of Opulent Company stock at par to the nearest number of shares, or $66,700. This is $33.33 in excess of his credit which he will pay in addition to the $15,000 expended for his account by the Opulent Company.

Another view may be taken of the matter. If the Preferred Stock is preferred as to assets as well as to dividends, then it may safely be maintained at its par value and all of the deficit of $50,000 be applied to the Common Stock. Modern preferred stocks are issued very largely on this basis, and an inspection of the daily Stock Exchange lists will clearly show that the preferred stock of many companies is selling above par while the common is far below. This is taken to indicate that the preferred stock has been issued on the basis of actual assets and continues to be secured by such, while the common stock is based largely upon the good will of the issuing company. If we accept his view in the case under consideration, then the Common Stock must bear all of the deficit and thereby be reduced to a valuation of $50,000. On this basis the Chemical Company's common stock is worth only $50 per share, and Willoughby West must be credited with only $50,000 instead of $66,666.67 as shown above. He would then receive only 500 shares of stock from the Opulent Company, for the 1,000 shares turned over to them. Of course this has no bearing upon the $15,000 owing to them by him for the purchase of 200 shares of stock for his account.

In working the problem we will assume the stock to have been turned over at a book value of $66.67 per share, as will be seen by the accompanying statements. It must be kept in mind that each company will continue to operate independently, though under

one central management. The $50,000 paid by the Opulent Company into the treasury of the Chemical Company to wipe out its impairment of capital, may be treated as an addition to the investment in the latter company's stock. This is a strong indication of a desire to place the company on a solid financial basis and to provide it with sufficient working capital. The auditor's report is asked for and is required to include a corrected Balance Sheet, Deficiency Account, and Willoughby West's account. The auditor usually sets forth the results of his investigation in the form of exhibits and statements, and these are usually accompanied by a written report or letter drawing attention to specific parts in the exhibits and making any comments and recommendations deemed necessary. The report should not be any larger than necessary to present the facts required.

Philadelphia, Dec. 1, 1912.

To the Board of Directors,
Opulent Oxygen Company,
Richmond, Virginia.

Gentlemen:

After an examination of the accounts and vouchers of the Chimera Chemical Company, for the purpose of establishing the value of its capital stock, I am able to report as follows:

It is evident that the capital of the Company is impaired, and instead of there being a Surplus of $78,968.72, as shown by their Balance Sheet, there is a Deficit of $50,000. This can be seen in the corrected Balance Sheet which I submit herewith.

The board of appraisers appointed by you for the purpose of revaluing the properties of the Chimera Chemical Company has decided upon valuations as follows:

Merchandise	$36,341.18
Land and Buildings	40,000.00
Machinery and Equipment	10,000.00
Furniture and Fixtures	2,500.00

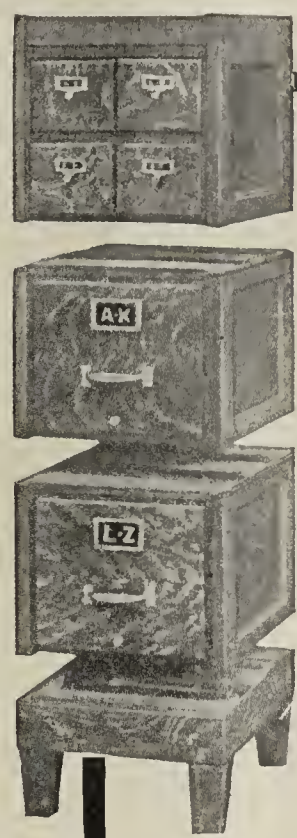
The value placed upon each property, excepting the merchandise, is considerably below the inventory price given in their statements, and the amounts written off are shown in the accompanying Deficiency Account.

I find that liabilities on accounts payable, amounting to $43,237.89, have not been recorded, and that many of the assets are overstated, as follows:

Account	Book Value	Actual Value	Written Down
Accounts Receivable	$269,197.08	$245,555.70	$23,641.38
Bills Receivable	36,603.35	22,260.37	14,342.98
Prepaid Advertising	26,455.19	3,197.35	23,257.84
Merchandise	52,402.91	36,341.18	16,061.73
Machinery and Equipment	16,460.57	10,000.00	6,460.57
Furniture and Fixtures	4,466.33	2,500.00	1,966.33

The other assets and liabilities and the capital stock are correctly stated. After making the above adjustments the actual assets of the company exceed the actual liabilities by $100,000. Since the capital stock outstanding is $150,000 and the net worth of the company is now only $100,000, it is obvious that the shares of stock therein are worth only two-thirds of their face value, or $66.67 per share. This will be seen by the accompanying balance sheet marked "Exhibit A."

The accompanying deficiency account, marked "Exhibit B" shows the adjustments of assets and liabilities, resulting in turning the surplus of $78,968.72 into a deficit of $50,000.



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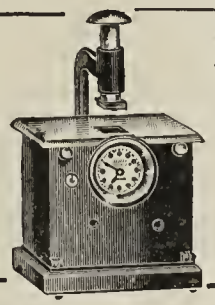

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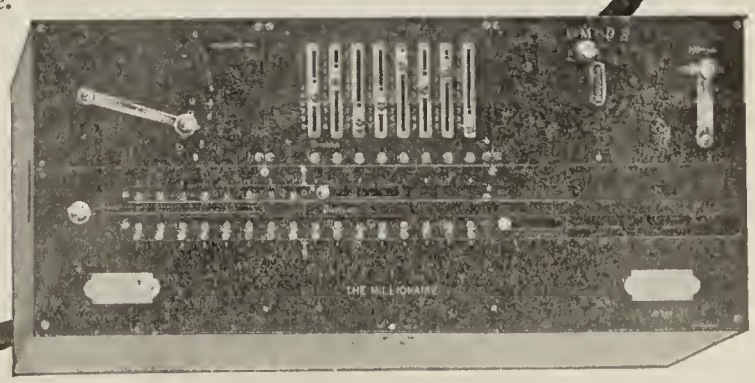

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It will be noted that 800 shares of stock of the Chimera Chemical Company have been taken over from Mr. Willoughby West at the book value of $53,333.34, and 200 additional shares purchased for his account for $15,000 though taken over from him at the established book value of $13,333.33. After charging him with the purchase price of the 200 shares of stock at $75 secured for his account and an issue of 667 shares of your own stock, his account is as follows:

ACCOUNT WITH WILLOUGHBY WEST

DEBITS		
For 200 shares common stock of Chimera Chemical Company purchased at $75 for his account	$15,000.00	
For issue of 667 shares to him of Opulent Oxygen Company stock at $100	66,700.00	$81,700.00
CREDITS		
For 800 shares common stock of Chimera Chemical Company at $66.67	$53,333.34	
For 200 shares common stock of Chimera Chemical Company purchased for his account, and turned over by him at $66.67	13,333.33	$66,666.67
Balance due from Mr. West		$15,033.33

In my judgment the information submitted to you herewith is correct and in accordance with the books of the Chimera Chemical Company which have been adjusted accordingly.

Respectfully yours,
R. J. BENNETT,
Certified Public Accountant.

Exhibit A

AMENDED BALANCE SHEET

ASSETS	
Cash	$ 1,007.21
Accounts receivable	245,555.70
Bills receivable	22,260.37
Merchandise inventory	36,341.18
Land and buildings	40,000.00
Machinery and equipment	10,000.00
Furniture and fixtures	2,500.00
Prepaid advertising	3,197.35
Prepaid taxes and insurance	1,413.24
Deficit	50,000.00
Total assets	$412,275.05
LIABILITIES	
Accounts payable	$109,806.52
Bills payable	152,468.53
Capital stock, preferred (par $100)	50,000.00
Capital stock, common (par $100)	100,000.00
Total liabilities	$412,275.05
RECAPITULATION	
Total assets	$362,275.05
Total liabilities	262,275.05
Company's net worth	$100,000.00

Exhibit B

DEFICIENCY ACCOUNT

DEBIT	
Shrinkage in assets as follows:	
Accounts receivable	$ 23,641.38
Bills receivable	14,342.98
Merchandise inventory	16,061.73
Machinery and equipment	6,460.57
Furniture and fixtures	1,966.33
Prepaid advertising	23,257.84
Total shrinkage	$ 85,730.83
Accounts payable not recorded	43,237.89
	$128,968.72
CREDIT	
Surplus as per book account	$ 78,968.72
Deficit	50,000.00
	$128,968.72

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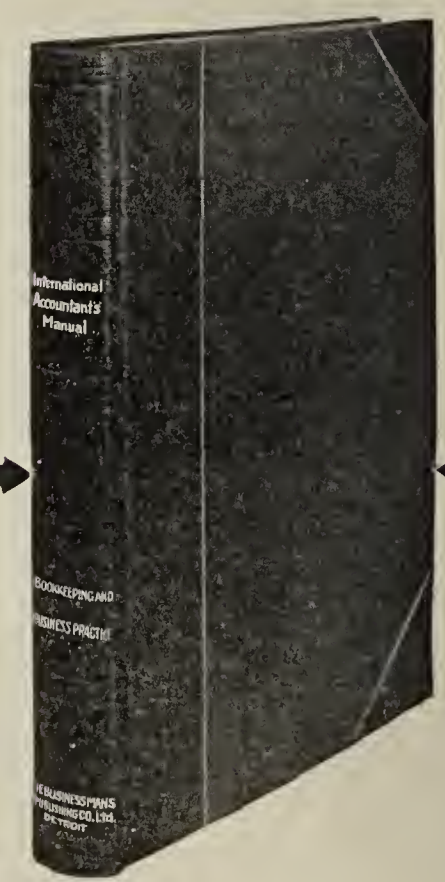


JOURNAL ENTRIES ON BOOKS OF CHIMERA CHEMICAL COMPANY

(1) Surplus $85,730.83
To accounts receivable $23,641.38
To bills receivable.... 14,342.98
To merchandise 16,061.73
To machinery and equipment 6,460.57
To furniture and fixtures 1,966.33
To prepaid advertising. 23,257.84
For shrinkage in assets as per reports of Accountant and Appraisers

(2) Surplus $43,237.89
To accounts payable... $43,237.89
To place upon the books accounts payable previously included but not entered, as follows:

(3) Cash $50,000.00
To deficiency account.. $50,000.00
Cash received from the Opulent Oxygen Co. to wipe out impairment of capital.

JOURNAL ENTRIES OPULENT OXYGEN CO.'S BOOKS

(1) Chimera Chemical Co.'s stock $53,333.34
To Willoughby West.. $53,333.34
For 800 shares of Chimera Chemical Co.'s stock purchased at $66.67 per share to be paid for in stock of this company.

(2) Willoughby West.....$15,000.00
To cash $15,000.00
For 200 shares of stock of Chimera Chemical Co. purchased for his account at $75 per share.

(3) Chimera Chemical Co.'s stock $13,333.34
To Willoughby West.. $13,333.34
For 200 shares stock of Chimera Chemical Co. at $66.67 purchased for his account at $75 and credited to him at book value

(4) Willoughby West.....$66,700.00
Capital stock $66,700.00
For 667 shares of stock issued to him in exchange for book value of 1,000 shares of stock of the Chimera Chemical Co. turned over by him at $66.67 per share.

(5)) Cash $15,033.33
To Willoughby West.. $15,033.33
For cash received to balance his account in full.

(6) Chimera Chemical Co...$50,000.00
To cash $50,000.00
For cash paid into treasury of Chimera Chemical Co. to wipe out its impairment of capital.

WILLOUGHBY WEST'S ACCOUNT AS ON BOOKS OF OPULENT OXYGEN COMPANY

DEBIT

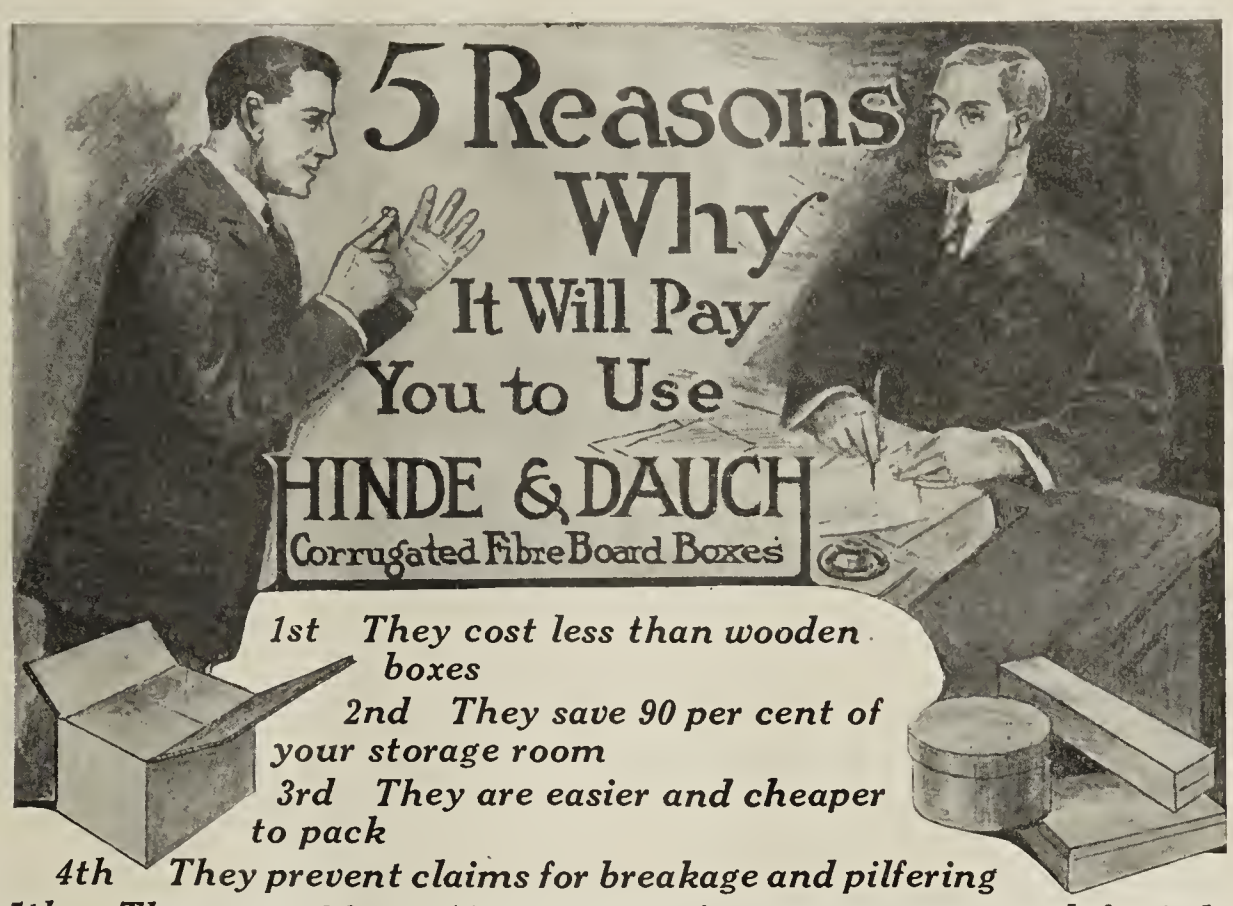
Cash $15,000.00
200 Chimera Chemical Co.'s stock bought at $75 for him.
Capital stock..... 66,700.00
667 shares issued.
$81.700.00

CREDIT

Stock Chimera Chemical Company.....$53,333.34
800 shares at $66.67.
Stock Chimera Chemical Company..... 13,333.33
200 shares at $66.67.
Cash, in full..... $15,033.33
$81.700.00

CHIMERA CHEMICAL CO. STOCK ACCT. ON BOOKS OF OPULENT OXYGEN CO.

Willoughby West $53,333.34
For 800 shares at $66.67.
Willoughby West 13,333.33
For 200 shares at $66.67.
Cash 50,000.00
$116,666.67



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FREE: Here is our offer to any packer or shipper of goods in fair-sized packages. Write us on your regular letterhead giving the size, nature and weight of your product—state how many you pack to the case—and we will plan and make for you a Hinde & Dauch box to fit your requirements. No expense—no obligation. Simply indicate your interest and we will render this valuable service—**free.** Dictate a letter to your stenographer **now.**

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Sandusky, Ohio

For Canadian Trade Address Toronto, Canada

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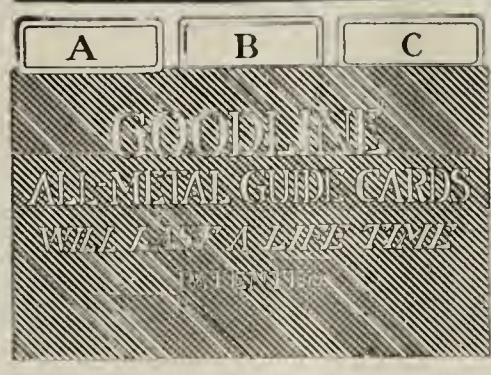

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Virginia State Board of Accountancy

Third Examination, Oct. 16-19, 1912

Theory of Accounts

Oct. 16, 9 A. M. to 12:30 P. M.

ANSWER ten questions, but no more. Answers in excess of the number required will not be considered. Do not repeat questions, but write answers only, designating by number as in question paper and checking the number of each question you have answered.

1. Describe a perpetual inventory, how used —its advantages and disadvantages, if any.

2. Define Funded Debt, Floating Debt, and Fixed Charges. Is interest on Floating Debt properly considered a fixed charge? State reason.

3. Describe the method of determining the number of shares of capital stock, both common and preferred, held by each of the several stockholders of a corporation, giving fully the titles of the books wherein the facts are registered and stating how the books are opened and operated.

4. Describe fully what procedure and methods you would adopt, if called upon to install an entirely new system of bookkeeping (not cost accounting) into the office of a large manufacturing concern, providing for controlling accounts.

5. What general principles should be observed in differentiating between capital and revenue expenditure?

6. A corporation has an issue of preferred stock entitled to cumulative dividends of 7% a year. The dividend payments are in arrear. Should the arrears of dividends appear on the balance sheet, and if so, how should they be stated?

7. How are accrued items treated when closing a ledger, and how are they reflected on the Balance Sheet and Loss and Gain Account?

8. State cases where the condition known as "diminishing assets" is likely to arise. How should such cases be treated?

9. Describe the use and purpose of a suspense account.

10. Describe the nature of the following accounts: Consignment, Trading, Construction, and Subscription.

11. Explain the purpose and the manner of keeping a private ledger of a firm or corporation.

12. Define and differentiate Sinking Fund and Reserve Account; where does each appear on the Balance Sheet, and what does each represent?

13. Into how many classes are debtors' accounts usually divided? And how should doubtful accounts receivable be treated when closing books; what contra account should be opened, and how should they be stated on the Balance Sheet, if at all?

14. What results are sought to be secured in the keeping of accounts with Branch Houses? Under what circumstances would you debit or credit such accounts? What would the balance of any such account show?

15. In a concise way give your opinion as to the advantages of the following systems: (a) Bound Books of Account; (b) Loose Leaf Ledger; (c) Card Ledger.

Auditing

Oct. 16, 1:30 to 5:30 P. M.

ANSWER all questions. Answers in excess of the number required will not be considered. Do not repeat questions, but write answers only, designating by number as in question paper and checking the number of each question you have answered.

1. State whether depreciation is an element of the cost of manufactured products.

2. What disposition would you make of any depreciation reserve account when constructing the balance sheet?

State your reasons for above answer.

3. What course is necessary for the auditor to follow to satisfy himself that all outstanding liabilities are included in his balance sheet?

4. What items should be charged as current assets and how would the auditor proceed to verify such?

5. If the market price of items shown on the inventory is less than inventory value, how would you adjust the difference? If inventory values were less than market?

State reasons fully.

6. In an examination showing the following Balance Sheet what would be your recommendations as to the condition of the company, as a going concern.

ASSETS

Cash on hand	$ 7.32
Accounts receivable	6,574.90
Inventory	9,778.84
Real estate, building and plant	26,578.82
Office furniture and fixtures	51.25
Total	$42,991.13

LIABILITIES

Bank overdraft	$ 109.94
Notes payable, secured by mortgage on plant	5,000.00
Notes payable, unsecured	7,691.84
Accounts payable	2,888.46
Total	$15,690.24
Surplus	$27,300.89
	$42,991.13

Estimated reduction of accounts receivable.

By allowance for freight, 16%.
Liability as endorser of customers' paper..... $ 580.82
State reasons fully.

7. In preparing the balance sheet of a corporation, how would you treat arrears of "cumulative" dividends on Preferred Stock?

8. Make up a report of the result of an investigation of a manufacturing business. Report to be brief. No figures shown.

(a) When a defalcation by Treasurer is shown.

(b) When operation shows an annually increasing loss.

9. How would you treat stocks, bonds and real estate as to valuation?

10. In auditing that account of a Virginia Corporation taken over by another Virginia Corporation, what books and papers would you examine?

Commercial Law

Oct. 17, 9 A. M. to 12:30 P. M.

ANSWER ten questions, but no more. Answers in excess of the number required will not be considered. Do not repeat questions, but write answers only, designating by number as in question paper and checking the number of each question you have answered.

1. A owns real estate on which he gives a deed of trust to secure the payment of $5,000 for money borrowed of B; he also owns personal property on which he gives a deed of trust to secure the payment of $3,000 for money borrowed of C; he owns unencumbered real and personal estate, but owes D unsecured debts aggregating $5,000. Having become insolvent, A executes an assignment to a trustee for the benefit of all his creditors, conveying his unencumbered estate and the equity in that already encumbered.

The encumbered real estate sells for $4,000; the encumbered personal estate for $2,000; and the unencumbered estate for $4,500. What commissions should be paid the trustee and what

amounts would be paid to B, C and D, respectively, assuming that all expenses save commissions have been paid?

2. A owns a tract of land subject to a deed of trust to secure a debt of $5,000 due B. Finding himself unable to even pay the interest on the debt which fell due January 1, 1905, the unpaid residue of accumulated interest to that date being $600, A suggests to B to take the land and rent it out for a share of the crop to try to pay off the debt and interest. B complies and on January 1, 1906, collects $250, rent for 1905; and pays $50 taxes. On January 1, 1907, B collects $300, rent for 1906, and pays $50 taxes. He had expended $150 July 1, 1906, for necessary repairs to the dwelling. On January 1, 1908, B collects $550, rent for 1907, and pays $50 taxes. State the account between A and B as of July 1, 1908, in accordance with the law of Virginia.

3. B is a tenant occupying and cultivating a tract of land owned by A. During the tenancy B contracts with C for the erection of a barn on the premises for which C is to be paid $1,000. As soon as he completes the contract C demands his money and B fails to pay. What redress has C,—and against whom? Can a mechanic's lien be filed against the property? Give reasons.

4. A is a delicate widow, but wealthy. On her invitation, B, her niece, who has no permanent home, but lives in the home of first one brother and then another, comes to live with her and to look after her with no agreement for compensation. B looks after her aunt faithfully for five years, when A dies. B has had food, lodging and clothing furnished her by A, but has been paid no salary. What compensation, if any, is she entitled to collect of A's estate?

5. (a) If an obligation calls for interest but the rate is not specified, what rate will be implied?

(b) What is the maximum contract rate of interest in Virginia?

(c) What is usury and what is the penalty in Virginia for its practice?

6. By what means may a department store building owned by A and B jointly be sold after the death of A intestate leaving a widow and one infant son, in the following cases:

(a) Where A and B were conducting a partnership mercantile business in the building and paid for said building (1) with partnership funds; (2) with combined individual funds;

(b) Where A and B rented out the store and had never been partners in any other venture?

7. (a) Under what circumstances, if any, may one corporation acquire and hold the stock of another corporation?

(b) Under what circumstances, if any may a corporation acquire and hold its own stock: (1) Where the corporation is a bank; (2) Where the corporation is for manufacturing purposes?

(c) Define the term "ultra vires" as sometimes applied to the acts of a corporation.

8. Mention and describe briefly the several steps required by the Virginia law for forming a corporation and perfecting its organization.

9. State when, if ever, incorporators are liable individually for the obligations of their company.

10. Define the duties and liabilities of the following parties in respect to goods of another in their possession:

(a) A common carrier having received the goods for transportation for compensation;

(b) A person having received the goods to keep for compensation;

(c) A person having received the goods to keep for accommodation.

11. State when the statute of limitations begins to run, and after running what length of time it will bar recovery in the following cases:

(a) Where A loans money to B on the latter's verbal promise to repay in ten days;

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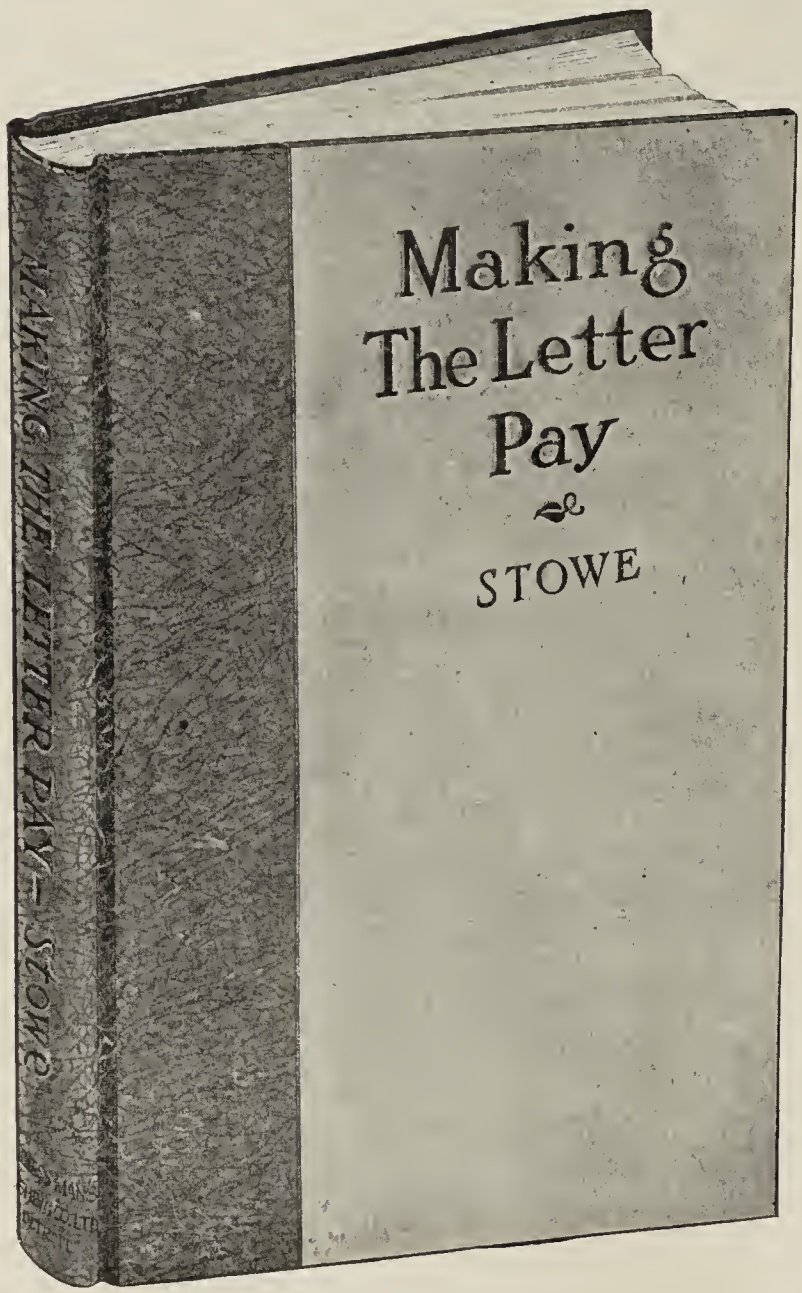

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Send me at once, postpaid, a copy of your new book "MAKING T E LETTER PAY." I enclose $1.00 to cover cost of the same.

NAME _____

CITY _____

STATE _____

(b) Where A loans money to B and takes the latter's note payable in thirty days;

(c) Where A (a grocer) sells provisions to B for his family to be paid for in thirty days;

(d) Where A (a merchant) sells goods to B (a saw-mill operator) for B's commissary, which is run in connection with the saw-mill to sell goods to B's mill hands;

(e) Where A loans B money on B's note due one year after date secured by a deed of trust on real estate:

(1) As to the note;

(2) As to the deed of trust.

12. (a) Who may file voluntary petitions in bankruptcy, and who may not?

(b) Against whom may involuntary petitions in bankruptcy be filed, and against whom are they not permitted to be filed?

13. (a) Mention several acts of bankruptcy which constitute grounds for filing an involuntary petition in bankruptcy.

(b) How and within what period may a bankrupt receive a discharge?

(c) What is the effect of such discharge, assuming the creditors holding the debts received legal notice of the proceedings:

(1) On judgments duly docketed;

(2) On debts secured by deeds of trust;

(3) On unsecured debts?

14. How is the validity of a negotiable note or a check affected, if at all, by being dated on a legal holiday or Sunday?

15. Define and distinguish between the respective modes of designation and qualification and duties, of the following: (a) Trustee, (b) Receiver, (c) Executor, (d) Administrator, (e) Committee of an insane person, (f) Guardian.

Practical Accounting

Oct. 17, 1:30 to 6:30 P. M.

QUESTION NO. 1.

THE Chimera Chemical Company, a corporation engaged in the manufacture of patent medicines and toilet preparations, being unable to pay or renew its maturing obligations, Mr. Willoughby West, President of the company and owner of eighty per cent of its Common Stock, approaches the managers of the Opulent Oxygen Company with a proposition to sell out or consolidate. Mr. West submits a Balance Sheet, which purports to show his company's condition, as follows:

ASSETS

Cash	$ 1,007.21
Accounts receivable	269,197.08
Bills receivable	36,603.35
Merchandise inventory	52,402.91
Land and buildings	40,000.00
Machinery and equipment	16,460.57
Furniture and fixtures	4,466.33
Prepaid advertising	26,455.19
Prepaid taxes and insurance	1,413.24
Total	$448,005.88

LIABILITIES

Accounts payable	$ 66,568.63
Bills payable	152,468.53
Capital stock, preferred (par $100)	50,000.00
Capital stock, common (par $100)	100,000.00
Surplus	78,968.72
Total	$448,005.88

An agreement is finally reached, whereby West agrees to sell to the Opulent Company all of the Chimera Company's Common Stock at its actual book value (as determined by an audit of its books and an appraisal of its assets) in payment for which he is to receive stock of the Opulent Company (at par) to an equal amount. West delivers his own 800 shares of Chimera Common and instructs the Opulent Company to purchase, for his account, the remaining 200 shares at the most favorable figure for which it can be bought. It is finally secured at $75 per share. Appraisers and arbitrators are named and you are called in to audit the Chimera Company's books and prepare the statement for final settlement.

You find that Cash, Prepaid Taxes and Insurance, Bills Payable, Preferred Stock and

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This is an invitation that no thin man or woman can afford to ignore. We invite you to try a new treatment called "Sargol" that helps digest the food you eat—putting good, solid flesh on people that are thin and under weight.

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Women who never appeared stylish in anything they wore because of their thinness, men under weight or lacking in nerve force or energy tell how they have been made to enjoy the pleasures of life—been fitted to fight life's battles, as never for years, through the use of "Sargol."

If you want a beautiful and well-rounded figure of which you can be justly proud—a body full of throbbing life and energy, write the Sargol Company, 6-B, Herald Bldg., Binghamton, N. Y., today, for 50c. box "Sargol," absolutely free, and use with every meal.

But you say you want proof! Well, here you are. Here is the statement of those who have tried—been convinced—and will swear to the virtues of this preparation

REV. GEORGE W. DAVIS says:

"I have made a faithful trial of the Sargol treatment and must say it has brought to me new life and vigor. I have gained twenty pounds and now weigh 170 pounds, and, what is better, I have gained the days of my boyhood. It has been the turning point in my life."

MRS. A. I. RODENHEISER writes:

"I have gained immensely since I took Sargol, for I only weighed about 106 pounds when I began using it and now I weigh 130 pounds, so really this makes twenty-four pounds. I feel stronger and am looking better than ever before, and now I carry rosy cheeks, which is something I could never say before."

CLAY JOHNSON writes:

"Please send me another ten-day treatment. I am well pleased with Sargol. It has been the light of my life. I am getting back to my proper weight again. When I began to take Sargol I only weighed 138 pounds, and now, four weeks later, I am weighing 153 pounds and feeling fine."

F. GAGNON writes:

"Here is my report since taking the Sargol treatment. I am a man 67 years of age, and was all run down to the very bottom. I had to quit work, as I was so weak. Now, thanks to Sargol I look like a new man. I gained 22 pounds with 23 days' treatment. I cannot tell you how happy I feel."

MRS VERNIE ROUSE says:

"Sargol is certainly the grandest treatment I ever used. I took only two boxes of Sargol. My weight was 120 pounds and now I weigh 140 and feel better than I have for five years. I am now as fleshy as I want to be and shall certainly recommend Sargol, for it does just exactly what you say it will do."

Full address of any of these people if you wish.

Probably you are now thinking whether all this can be true. Stop it! We say "Sargol" does make thin people add flesh, but we don't ask you to take our word for it. Write us today and we will send you absolutely free a 50c. package for trial.

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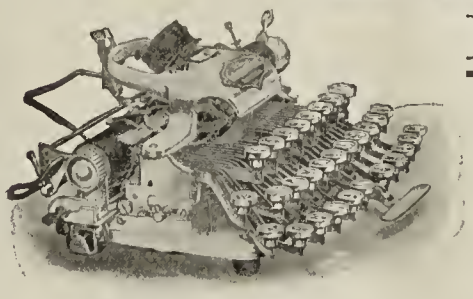
This coupon entitles any thin person to one 50c. package of Sargol, the concentrated Flesh Builder (provided you have never tried it), and that 10c. is enclosed to cover postage, packing, etc. Read our advertisement printed above, and then put 10c. in stamps in letter today, with coupon, and the full 50c. package will be sent to you by return post. Address: The SARGOL COMPANY, 6-B, Herald Bldg., Binghampton, N. Y. Write your name and address plainly, and, PIN THIS COUPON TO YOUR LETTER.



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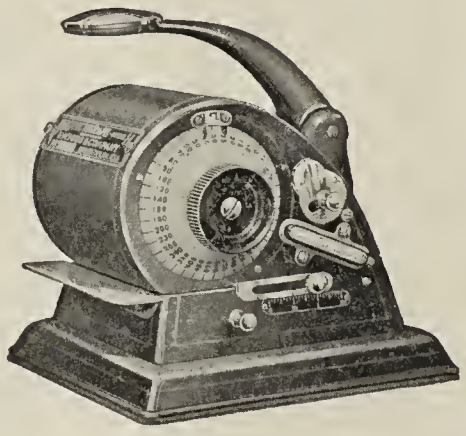

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Common Stock are correctly stated, as above. Accounts Receivable aggregating $23,641.38 and Bills Receivable aggregating $14,342.98 prove to be worthless. The actual value of Prepaid Advertising amounts to only $3,197.35. There are unrecorded Accounts Payable amounting to $43,237.89. The appraisers decide upon the following valuations:

Merchandise	$36,341.18
Land and Buildings	40,000.00
Machinery and Equipment	10,000.00
Furniture and Fixtures	2,500.00

Prepare the following and embody them in a report to your clients:

1. Corrected Balance Sheet of the Chimera Chemical Company.
2. Deficiency Account of the Chimera Chemical Company.
3. Statement of Willoughby West's account with the Opulent Oxygen Company.

It is then decided that the Opulent Company shall pay into the treasury of the Chimera Company sufficient cash to wipe out the impairment of its capital.

Draft the entries in the Journals and Cash Books of both companies necessary to record all of the foregoing transactions. Also show the accounts of Willoughby West and the Chimera Company as they will appear in the Opulent Company's Ledger.

QUESTION NO. 2.

The Ganver Garment Company, who were burned out on the night of September 16th, filed with the insurance companies a claim for $95,436.70, which you are called in to verify or disprove.

You find as follows:

Balance Sheet
as of August 1, 1912.

ASSETS

Cash	$ 9,224.67
Accounts receivable	88,669.43
Bills receivable	2,473.62
Merchandise inventory	42,618.97
Machinery	20,419.04
Furniture and fixtures	2,000.00
Prepaid taxes and insurance	592.13
Total	$165,997.86

LIABILITIES

Accounts payable	$ 59,611.46
Bills payable	42,183.24
Capital stock	50,000.00
Surplus	14,203.16
Total	$165,997.86

At the close of business September 16th, their Ledger showed the following balances:

	Dr.	Cr.
Capital stock		$ 50,000.00
Surplus		14,203.16
Cash	$ 5,418.22	
Accounts receivable	118,871.14	
Bills receivable	6,217.24	
Accounts payable		72,898.66
Bills payable		63,114.02
Machinery	21,619.34	
Furniture and fixtures	2,147.30	
Inventory, Aug. 1, 1912	42,618.97	
Dividends	6,000.00	
Sales		162,917.31
Merchandise purchases	103,430.22	
Labor	37,619.14	
Power, light and heat	3,716.47	
Factory expense	7,119.11	
Office salaries	2,250.00	
Office expenses	319.54	
Selling expenses	4,716.92	
Insurance	318.16	
Taxes	751.38	
Totals	$363,133.15	$363,133.15

The Company's Gross Profit on Sales has been very uniform, averaging twenty per cent, ever since the business was started. Ten per cent, for depreciation, has been written off every year from Machinery and Furniture and Fixtures.

Insurance policies covering Merchandise, Machinery and Furniture and Fixtures, aggregate $100,000, and all contain the 80% co-insurance clause.

The Merchandise and Furniture and Fixtures

were a total loss. The salvage in Machinery is valued at $2,500, at which value the insured decides to retain it.

Prepare statement of claim against the insurance companies.

Oct. 18, 9 A. M. to 12:30 P. M.

QUESTION NO. 3.

Trial Balance, September 30, 1912.

	Dr.	Cr.
William West, capital acct.....		$ 78,349.68
Arthur Ward, capital acct.....		51,948.74
Thomas Watson, capital acct....		25,630.07
William West, withdrawal acct..$	5,970.07	
Arthur Ward, withdrawal acct...	4,695.67	
Thomas Watson, withdrawal acct.	2,503.53	
Land and buildings.....	28,690.46	
Machinery	19,327.62	
Furniture and fixtures.....	2,831.66	
Cash	83,450.97	
Accounts receivable	157,131.48	
Bills receivable	7,942.13	
Accounts payable		18,631.61
Bills payable		126,008.35
Sales—		
Plug tobacco		282,314.11
Smoking tobacco		81,501.52
Stems		1,463.20
Leaf tobacco	217,450.27	
Licorice and flavoring.....	24,011.73	
Boxes	9,127.85	
Labor	27,882.41	
Stamps (revenue)	50,412.67	
Power, light and heat.....	4,612.23	
Factory expense	8,355.70	
Hauling	934.51	
Salaries	14,174.34	
Office expense	4,872.16	
Insurance	1,913.85	
Interest and discount.....	12,672.15	
Postage	1,300.16	
Attorneys' fees	524.13	
Salesmen's salaries, commissions, etc.	40,915.72	
Advertising	7,314.17	
Lost accounts	1,829.64	
Subscriptions to preferred stock..		50,000.00
Subscriptions to common stock...		25,000.00
Totals	$740,847.28	$740.847.28

The foregoing is the September 30th Trial Balance of West, Ward & Watson, a firm engaged in the manufacture of plug and smoking tobaccos, who have decided to incorporate. Each partner is to take Common Stock of the corporation, at par, to an amount equal to his interest in the partnership. Additional Common Stock sufficient to bring the total issue of that class of stock up to $200,000 is to be sold and $50,000 Preferred Stock is also to be sold. All of the latter has been subscribed and paid for, as have also 250 shares (par $100) of the Common. This money has been received by the firm and deposited in bank to its credit. The corporation is to take over the business as of October 1st, 1912.

A Reserve, equal to two per cent of the Accounts and Bills Receivable, is to be created, to cover possible undeveloped losses. Ten per cent, for depreciation, is to be charged off from Machinery. The unexpired Insurance premiums amount to $329.14. Inventories are as follows:

Finished Goods	$36.149.68
Goods in Process.....	13,073.90
Leaf Tobacco	48,728.18
Licorice and Flavoring.....	1,156.66
Boxes	998.16
Stems	64.15

Under the co-partnership agreement, profits or losses are to be shared as follows: West one-half, Ward one-third and Watson one-sixth. Interest is not allowed on capital, nor charged on withdrawals.

Prepare the following:

1. Manufacturing, Trading and Profit and Loss Accounts.
2. Balance Sheet of the firm at close of business September 30th.
3. Capital Account of each partner.
4. Journal entries to open books o fthe corporation.
5. Statement of number of shares of Common Stock of new corporation to be received by each partner and number of shares, if any, to be sold in addition to those already subscribed for.

The Bookkeeping Machine

For Higher Efficiency

Elliott-Fisher, The Bookkeeping Machine will tell you **every day** just how your business stands. It gives the debit or the credit balance of any account and the totals of all balances whenever you want them.

It makes entries in machine type—posts to any standard loose-leaf ledger without removing leaves from the book—or to a card ledger—and makes monthly statements at the time postings are made.

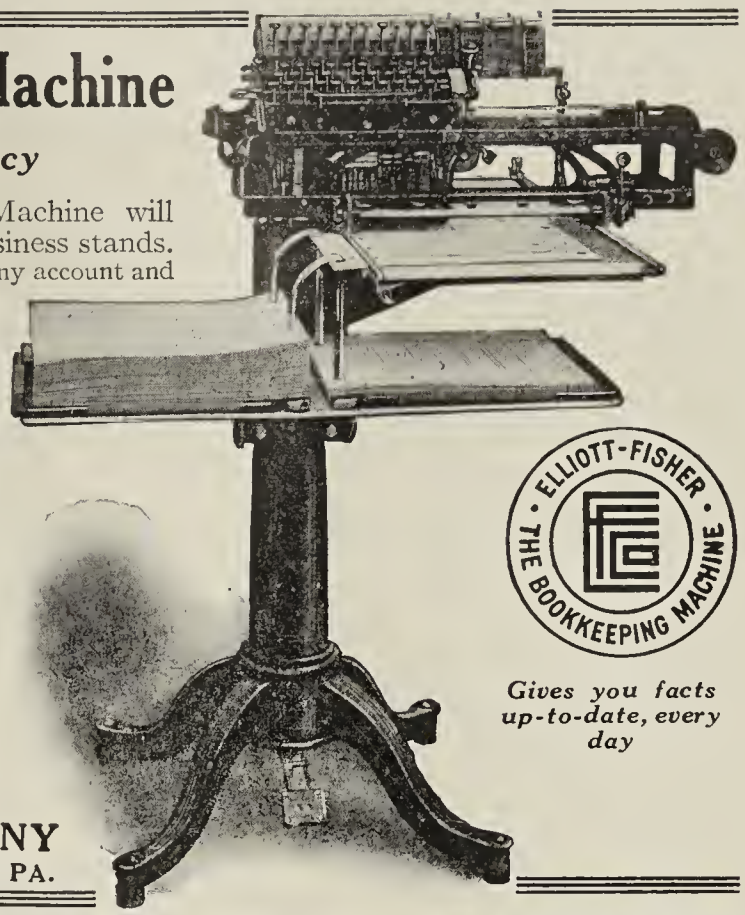
It enables the bookkeeper to work twice as fast as by hand—with much less effort—and it shows him at once any errors he may have made. The books are mechanically proved correct at the end of every day's work.

It eliminates trial balances by giving a "proof-sheet" showing all entries and grand total of debits and credits. It makes all additions and subtractions, as it goes along.

The day for slow, tedious, error producing long-hand bookkeeping is past. Put more efficiency into your office, and be complete master of your business by knowing always the condition of any and all accounts on your books.

Elliott-Fisher, The Bookkeeping Machine, will give you all the facts. It will keep you informed all the time.

Method of Posting a Modern Ledger is an article you ought to read. Ask for it on your business letter-head, and we will send you a copy.



Gives you facts up-to-date, every day

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This Magazine is printed with Ink made by

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78-84 Twentieth Street, Brooklyn, New York

Washburne's Pat. "O.K." Paper Fasteners, used exclusively by those who desire the best in Office, Bank, School and Home. Made of Brass and nickel-plated Steel, three sizes; put up in Bright Metal boxes of 50 & 100 each. *Your Stationer*, 10, 15, 20 & 25¢. Send 10¢ for box of 50 assorted. Booklet free. YEARLY SALE NOW 100 MILLION. THE O. K. MFG. CO., Syracuse, N. Y.

Write Ideas For Moving Picture Plays!

YOU CAN WRITE PHOTO PLAYS AND EARN $25.00 OR MORE WEEKLY

We Will Show You How!

If you have ideas—if you can *think*—we will show you the secrets of this fascinating new profession. Positively no experience or literary excellence necessary. No "flowery language" is wanted.

The demand for photoplays is practically unlimited. The big film manufacturers are "moving heaven and earth" in their attempts to get enough good plots to supply the ever increasing demand. They are offering $100 and more, for single scenarios, or written ideas.

We have received many letters from the film manufacturers, such as VITAGRAPH, EDISON, ESSANAY, LUBIN, SOLAX, IMP, REX, RELIANCE, CHAMPION, COMET, MELIES, ETC., urging us to send photoplays to them. We want more writers and we'll gladly teach you the secrets of success.

We are selling photoplays written by people who "never before wrote a line for publication."

Perhaps we can do the same for you. If you can think of only one good idea every week, and will write it out as directed by us, and it sells for only $25, a low figure,

YOU WILL EARN $100 MONTHLY FOR SPARE TIME WORK

FREE *SEND YOUR NAME AND ADDRESS AT ONCE FOR FREE COPY OF OUR ILLUSTRATED BOOK, "MOVING PICTURE PLAYWRITING"*

Don't hesitate. Don't argue. Write *now* and learn just what this new profession may mean for you and your future.

NATIONAL AUTHORS' INSTITUTE *R. 743-1543 Broadway NEW YORK CITY*

Advertising Men Wanted

You Can Become One

You are surely aware—for who is not?—that the profession of Advertising is second to none today. No product can now be sucessfully exploited without the aid of Advertising. Modern business conditions have adjusted themselves to the demands of Advertising. There was a time when the manufacturer had to go to the dealer and urge him to stock a special line of goods. Now the manufacturer advertises direct to the consumer and tells his story—and thus it is today that the consumer goes to the dealer and by calling for certain brands, forces him to carry the goods that advertising has taught the consumer to believe he wants. Advertising alone is responsible for this ideal business condition. Hence surely the Advertising Man is the big man of today. No profession holds the same opportunities as advertising—and, by means of our Course, you will find this an ideal profession.

Easy to Learn

Select Your Course

We offer in all 19 Courses; one of these being a Course in general advertising—the other specialized courses covering 18 different lines of business. All these Courses are told about in our attractive Free Booklet entitled "The Study of Advertising." Write today for a copy of this booklet, and also for our little book "The Real Basis of Advertising," which contains addresses made by the president of our school, Mr. C. L. Watson, before a class of Advertising Students. **Both of these books free.** If you are interested in any phase of Advertising, write for them today—don't put it off.

CHICAGO COLLEGE OF ADVERTISING

501 McCormick Building, CHICAGO

We Ship On Approval

PREPAY FREIGHT AND ALLOW

30 Days Free Trial

The best "Nonskid" puncture-proof device on earth for automobiles and motorcycles.

Try Them At Our Expense

Be your own judge—don't take anyone's word for it. *"The proof of the pudding is in the eating."*

It Only Costs One Cent

to learn our unheard of prices and marvelous guarantee on "Brictson" Detachable Treads.

Write Today for Full Particulars

The Brictson Mfg. Co.

5023 Brictson Building

BROOKINGS, S. D.

How we made good with an advertising manager

"The Sales Manager isn't satisfied with the results of the 50,000 letters recently sent out," wailed the advertising manager of a big concern, "can you help me?"

Did we help him?

We wrote the copy—every word was a wallop—and our letter department handled the multi-typewriting, filling in and addressing. The result was 20% more new business placed on the books of that concern.

Let us figure

on your next advertising campaign, whether it is merely multi-typewriting 1,000 form letters or doping out a 500,000 piece direct-by-mail selling campaign of Folders, Letters, and Advertising Specialties.

Lists—Circular Letters—Addressing

(50,000 daily Capacity).

DIRECT-BY-MAIL ADVERTISING.

We send work to any part of the world.

SIGGINS & BOWLES

68-72 Griswold Street DETROIT

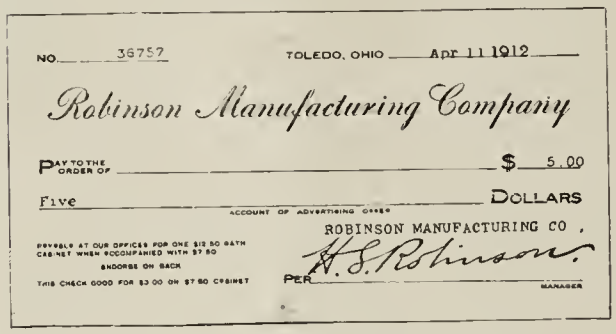
Making the Sale Sure

(Continued from page 74)

An Actual Check Used as a Follow-Up

THE PLAN of using a check is not limited only to local trade. A Toledo manufacturer, dealing directly with country trade, has found it a paying method to enclose with the second follow-up a check for five dollars drawn on the company.

It is stated in the letter which accompanies this check that this amount—five dollars—is charged to advertising. This gives a plausible reason for the discount and shuts off the idea that there will be a further come-down. In order to call immediate attention to the value-check sent, the upper



NO. 36757 TOLEDO, OHIO Apr 11 1912

Robinson Manufacturing Company

PAY TO THE ORDER OF _____ $ 5.00

Five _____ DOLLARS

ACCOUNT OF ADVERTISING EXPS

ROBINSON MANUFACTURING CO.

PAYABLE AT OUR OFFICES FOR ONE $13 50 BATH CABINET WHEN ACCOMPANIED WITH $7 50

ENDORSE ON BACK

THIS CHECK GOOD FOR $3 00 ON $7 50 CABINET

PER H. S. Robinson MANAGER

The average prospect usually desires to take advantage of anything "that looks like money."

right-hand corner of the letter is labeled with the following jingle in capitals:

HERE'S A FIVE DOLLAR BILL
FROM ———'S TILL

The postscript to the letter reads as follows:

> Please return enclosed check promptly in case you cannot make immediate use of it so we can send it to someone else, as only one check will be sent to each new section, and we want an appliance in every community for advertising purposes.

It is a well-known fact that the average prospect usually desires to take advantage of any thing "that looks like money," and this desire leads to the ultimate use of a large percentage of these certificates. In this case the check is not actually drawn upon a bank, but is "good in merchandise," so effecting the saving and emphasizing the fact that the saving is made.

Combining the Postal, Letter and Circular

A PROMINENT Minneapolis manufacturer and marketer of stock food has found that one of his best pulling pieces of literature is a combined circular, letter and return postal. The main part of the postal is eight by sixteen inches, with a five by eight flap and a five and one-half by three and three-fourths postcard attached. The entire circular folds to eight and one-half by five and three-fourths inches.

Both sides of the folder are utilized, being a combination of a circular, letter and highly illustrated catalogue.

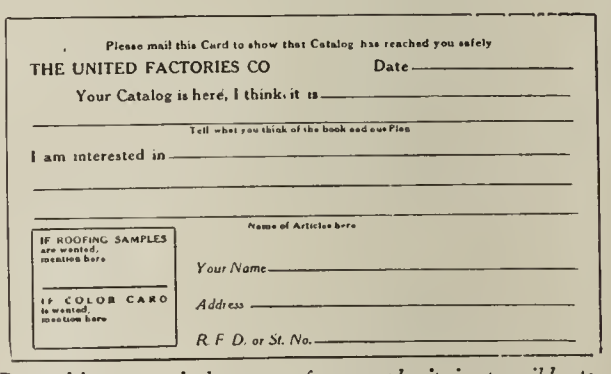
The postcard, which is self-addressed and stamped—needing only to be filled out before being deposited in the mail—is attached directly below the letter. Because it is narrower than the folder the postcard is suggestively handy, as it requires only to be detached along one side.

This folder, used as a follow-up, has been very successful in securing direct orders for stock foods, as it combines in one piece of selling literature the strong points of a catalogue, circular, letter and order-blank postal

How to Grade Up the List

CATALOGUE EXPENSE, even for a small institution, is heavy and is constantly growing heavier. Not only is there a tendency, because of the fact that catalogues are "free," for the public to ask for more catalogues, but more in the way of a catalogue is demanded. More illustrations—more expensive color work—more pages to the book are asked for. The larger institutions particularly are using some means whereby it is possible to get more closely in touch with the prospect who has sent for the catalogue so as to eliminate the curiosity seeker. This tends to insure a greater number of orders, merely by making the list of such high grade that returns are much greater.

A Cleveland firm uses a catalogue receipt postal which is put out with the catalogue and which the recipient is asked to mail as



Please mail this Card to show that Catalog has reached you safely

THE UNITED FACTORIES CO Date _____

Your Catalog is here, I think it is _____

Tell what you think of the book and our Plan

I am interested in _____

Name of Articles here

IF ROOFING SAMPLES are wanted, mention here

IF COLOR CARD is wanted, mention here

Your Name _____

Address _____

R. F. D. or St. No. _____

By making some inducement for a reply it is possible to clear the list of barnacles and find a basis for a specific appeal.

an evidence that the catalogue has safely arrived. As there is plenty of spare space on the postal, the recipient further is asked to name the item in which he is particularly interested, and he may be appealed to more specifically in the form letters or may be mailed special catalogues of special interest, as well as establishing a record that he is not in the merely curious class that costs catalogue house men so much money yearly.

The same method may be used in many variant ways. By making some induce-

ment for a reply it is possible not only to clear the list of barnacles, but to find a basis for a specific appeal as well.

Making the sale sure—getting sure instead of insecure returns—has and will tend to depend upon some device. This locates the prospect, differentiating him from the mere curiosity seeker, and once he is found gets before him some novel and significant plan for making the order easy.

More and more this will be necessary, and greater will be the rewards for the sales campaign man who can plan something novel that will have the required pull along with the unique method

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Service in a Modern Restaurant

(Continued from page 77

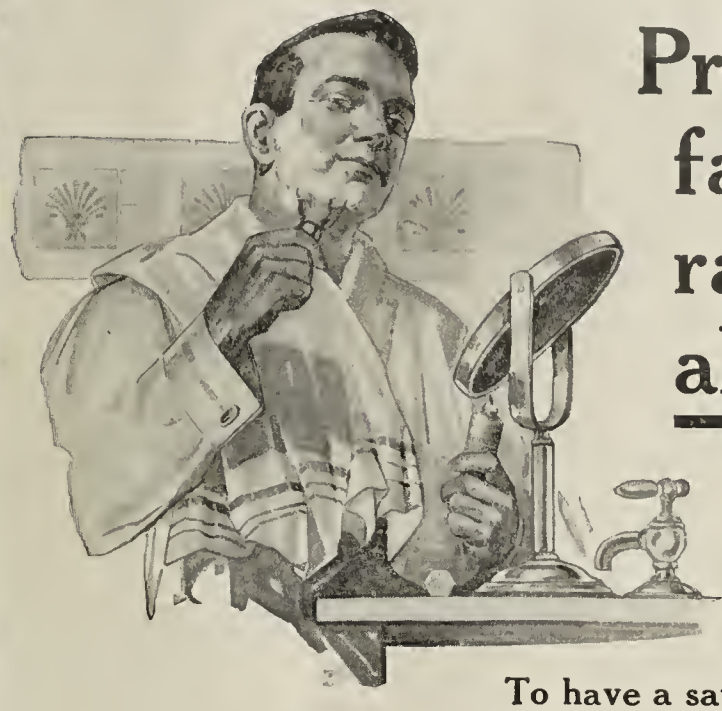
the doors so that floor space in the more congested portions of the kitchen is not taken up by the handling of this refuse, and do not interfere with those engaged in other operations in the same kitchen.

There are no chairs in the passageways to interfere with the traffic, all tables and benches being equipped with sliding stools which are fixed to and stored under the tables when not in use.

A very interesting labor-saving device in the way of a tea measuring can is used. This can is equipped with a small chute and a small lever, one movement of which throws out just enough of the tea to make one pot, this making the tea served by that restaurant uniform and thus placing the proportioning beyond the control by the personal equation of the many waiters. There are many other labor and time saving devices used, but their description is beyond the scope of this article, which is intended merely to cover the service problem.

Few of us have been willing to concede that the prices asked at the better class of restaurants are reasonable. Most of us feel that a big profit is made by the management, but in basing our opinions we have invariably ignored the labor charge, or, in other words, the cost of rendering satisfactory service. It will be noted from the above that the waiter has to make ten circuits of the kitchen "loop" in order to serve the dinner detailed above. This represents, aside from the effort spent in the preparation of the foods by the kitchen attendants, the labor that has to be expended in giving service to the patrons. When we go into the higher classes of hotels, the prices are found to be still higher, depending on the class of the establishment. The foods served are not very different from those served by this restaurant, but the difference in the service is the thing that usually makes the prices higher. The waiter in the above establishment may handle four tables at once, but if he is required to attend to only one table and perhaps make a few more trips than in the case detailed above, then the prices of the foods are necessarily higher in proportion. In some dining-rooms, the higher class of service requires the labor of two men, the waiter who does the brain work and his assistant who removes the dishes and performs other minor operations. The higher the class of service, the better the waiters have to dress, the more particular the linen has to be handled, and the better attention numerous other little details must have in order to satisfy the exacting patron who is willing to pay for it all.

When all has been said that fittingly may be said of the unparalelled success of this institution, the most important of all is the story of the man who has made this achievement possible, and it is to the directing brain of O. B. Stimpson, the manager, that a great deal of credit is due.



Preparing the face for the razor is the all-important part of the shave.

To have a satisfactory shave it is necessary to use a Shaving Cream which will produce a thick, creamy lather that will not dry on the face during the process of shaving; a lather that will thoroughly and quickly soften the beard without the objectionable "rubbing in" and a lather free from caustic so as not to irritate nor "smart" the skin.

Mennen's Shaving Cream contains no free caustic and therefore does not irritate the skin; the lather is quickly worked up and has great body, which absolutely prevents it from drying on the face; and due to its peculiar character it immediately softens the beard without the objectionable "rubbing in" with the fingers. After the shave, the face is left cool and soft, instead of hot and drawn.

Write for a free sample today and be convinced. The sooner you get started, the sooner your Shaving troubles will be ended. For 15c in stamps we will mail you prepaid our beautiful 1913 calendar. Gerhard Mennen Company, **121 Orange St., Newark, N.J.**

Mennen's Shaving Cream

Makers of the celebrated Mennen's Borated Talcum Toilet Powder

AMERICAN LENS
ELECTRIC SIGNS
SAVE 80%

Electric Advertising Signs

are now recognized as a most valuable medium. Retailers, wholesalers, manufacturers, professional men, schools, churches, fraternal orders, in fact everybody, in occupations of every sort, can profitably use electric signs as the most potent mode of publicity.

Perhaps you have said as have thousands of others, "I would like an electric sign, but cannot afford the expense of running after it is installed." You can afford to run the "American Lens" Sign, because it saves you 80 per cent of the current, and at the same time can be distinctly read at four times the distance of the old style all-lamp sign. You can afford to run the sign every night as late as desired while your neighbor's all-lamp sign is dark because of the enormous expense.

Send for Particulars

Sole Manufacturers
AMERICAN SIGN COMPANY
KALAMAZOO MICHIGAN

PARKER'S HAIR BALSAM
Cleanses and beautifies the hair. Promotes a luxuriant growth. Never Fails to Restore Gray Hair to its Youthful Color. Prevents hair falling.
50c. and $1.00 at Druggists.

Crease Your Pants
in 5 Minutes for ¼ Cent
—with the "Nu-Pantz" Creaser. *Not an iron* but a practical low-priced machine which works by automatic pressure. Aluminum self-heating outfit, wgt. 2 lbs. Always ready. No trouble. Wonderful results. Save $30 per year and add $100 to appearance by writing today for complete description and approval offer. Address
Modern Specialty Co., St., Racine, Wis.

Have Any Trouble With Your Fountain Pen?

Read what the Fountain Pen Manufacturers say about JASMINE INK in regard to the life of pens.

Jasmine Ink
IF IT ISN'T PERFUMED IT ISN'T JASMINE

What the Canton Cutlery Co., large manufacturers of fountain pens say:

"50 per cent of the fountain pens purchased are laid aside as useless within 30 days because of the corrosion and gummy accumulation in the feed left by cheap inks. It is not the pen that's at fault—it's the ink. Jasmine Ink is guaranteed to have no sediment and from every test is the best for fountain pen use.

"Our pens are guaranteed for two years providing Jasmine Ink is used exclusively in them. Should any defects in material or workmanship develop within two years send to us with this warantee and 10c. to cover postage for its return in good condition. If the purchaser uses any other ink than JASMINE this guarantee becomes null and void.

Jasmine Ink is also the best ink for home and office use.

For Sale By All Dealers
Sample Bottle by mail, 10c.
ADDRESS
The United News & Stationery Company
RICHESTER, N. Y.

Cashing In On the Unexpected

(Continued from Page 81.)

type read, "Insurance on this building settled within 30 hours of fire. We did it. Miller & Smith, Fire Insurance."

On the other hand, not every news item is suitable for this use. A recent case attracted so much criticism that it perhaps had been better not to give the incident any wider publicity than was absolutely necessary. This was the display of a battered automobile, with placards calling attention to the fact that the car had plunged over a fifteen-foot embankment, uninjured, and had been driven home on its own power. In a case of this sort there is a considerable chance that a prospective purchaser would be scared out of purchasing any automobile rather than be induced to buy this particular make.

AN INTERESTING and successful bid for more business that properly falls into the class of "Timely Campaigns," is that of a little German restaurant and cafe located uptown in a large city. Until the time mentioned, the patronage of this establishment was limited to a small but faithful group of "regulars." The out-of-the-way location of the cafe, a few blocks off the main street car line, prevented more people from learning of its unusually good food and service. Suddenly the building of extensive street improvements made it necessary to shift the car line temporarily to a street two blocks nearer the restaurant. This proved the real opportunity.

A short advertising campaign in the street cars, using the phrase "Handier than Ever," and a little extra care with attractive new menus in colors to impress the newcomers favorably, was repaid by the addition of many new friends and admirers of the cooking of mine host's good wife. When the car line goes back to its old route, these newcomers will be confirmed regulars who will gladly walk the two extra blocks for the sake of the good cooking awaiting them.

A CLEVER stunt was worked last November by a tobacco dealer who is also a politician. Election night as the returns were coming in, he was with one of the nominees for Congress. Favorable returns were coming in, and the tobacco dealer handed his friend a cigar. Just as the latter touched a match to it, the report came that his opponent had conceded the Smoker's election.

Bright and early the next morning in huge letters over the tobacco store flared the words—

"Congressman-elect B—— was smoking a Pandora Pantela when notified of his election. Try one yourself."

"Take back your money and tell all the fellows that we are going to give everyone his ribbon.

Right after Cincinnati's big $500,000 fire which destroyed more than a dozen firms and burned out the Union Trust Company's "fireproof" sky-scraper, an enterprising merchant had signs made advertising that he was still there and that the fire "never touched him."

In each of the cases described the opportunity was one that might easily have been overlooked, missed and lost forever. It is not always important just how you use the opportunity, provided only that you use it promptly. Don't miss an opportunity by wasting too much time on details. It is far better to use a hasty plan and strike while the iron is hot, than to waste time looking around for the best plan and let the opportunity grow cold. The merchant who keeps his eyes open knows that the live stunt, well-handled, brings prestige and publicity even when the immediate sales are not easily traced. Live customers like live merchants.

Between the Lines of Letters

(Continued from Page 79.)

up on orders was sufficient to tell the correspondent that for some reason, which he must find out, the new buyer was buying from others, but not from his house. Personal letters addressed to this man instead of to the owner soon resulted in orders.

Thus the *expert* correspondent reads between the lines of all the letters that come to his desk. He knows that letters have characters to be read and taken into consideration the same as the men who write them. It is his big job not to overlook the cues that indicate the real meaning of the man behind the letter, for this, largely, is what it means to read between the lines of letters.

Making Trade-Marks Pay Dividends

(Continued from Page 80.)

thirty days are allowed for any other person to offer opposition to its registration. If no opposition is offered a certificate of registration is given to the registrant. This publication period is the best time to offer opposition, as it enables all the questions as far as the Patent Office is concerned to be properly taken care of. In case a concern fears that a certain mark is being registered which they believe will hurt their interests, but do not see same in publication, the best thing for them to do is to file an application for the mark in question; this will bring out an interference and thus bring the matter to a settlement.

Another means may be used, and this is perhaps a weakness of our trademark statute, to cause cancellation of a registration, and this may be done at any time, even nineteen years after the mark has been registered. This means consists in making application to the Patent Office for cancellation, giving consistent reasons why such application is made. Omitting to put: Registered in the U. S. Patent Office, or an abbreviation of it, is dangerous to a trademark and may form a ground for rendering it ineffective.

General Suggestions

THE following suggestions are given as practical rules to follow by those who are in any way interested in a registered trademark:

Have "reg. in U. S. Pat. Off." close to the mark when it is used for commercial purposes.

File a number of the copies of the mark with the Treasury Department, asking that they be distributed to the Revenue Service, so that goods with the mark on may be prevented from entering the country.

Find out exactly what the trademark registration in question covers.

Use the mark on articles in interstate commerce before applying for registration, and use it continuously in such, to save it from abandonment.

It is often desirable to buy certain trademarks from concerns who will dispose of them, or to sell trademarks which it is desired to not use further, and thus make a deal of mutual advantage to all concerned. In such cases the assignment should be immediately recorded in the Patent Office.

There are many details which have to be complied with in the prosecution of an application through the Patent Office, but as these are not in the scope of this article, they are not referred to here. The laws which a business man should know can be succinctly put, however, and when he has them in such form it is advisable for him to keep them on hand for ready reference thereto. By keeping them close at hand he will find that he will avoid many of the costly mistakes which are so often made in the matter, and will be equipped to meet any of the ordinary conditions that arise.

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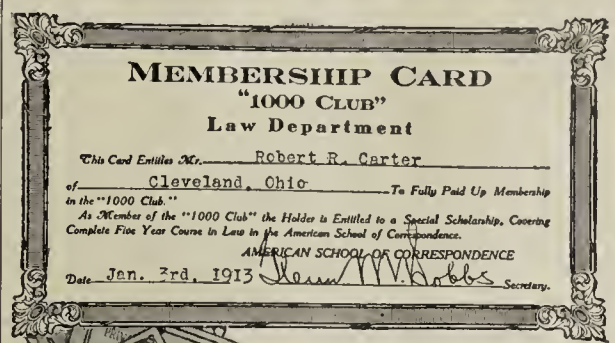

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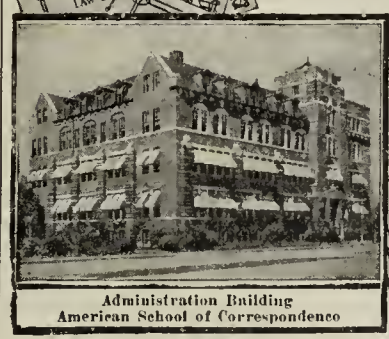
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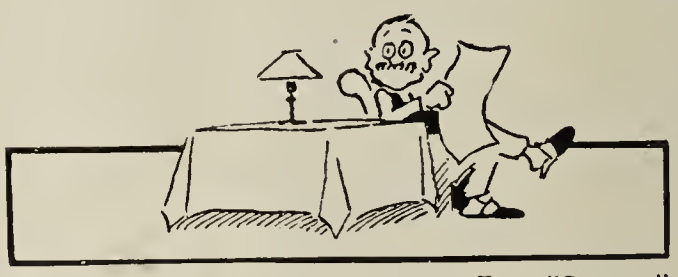
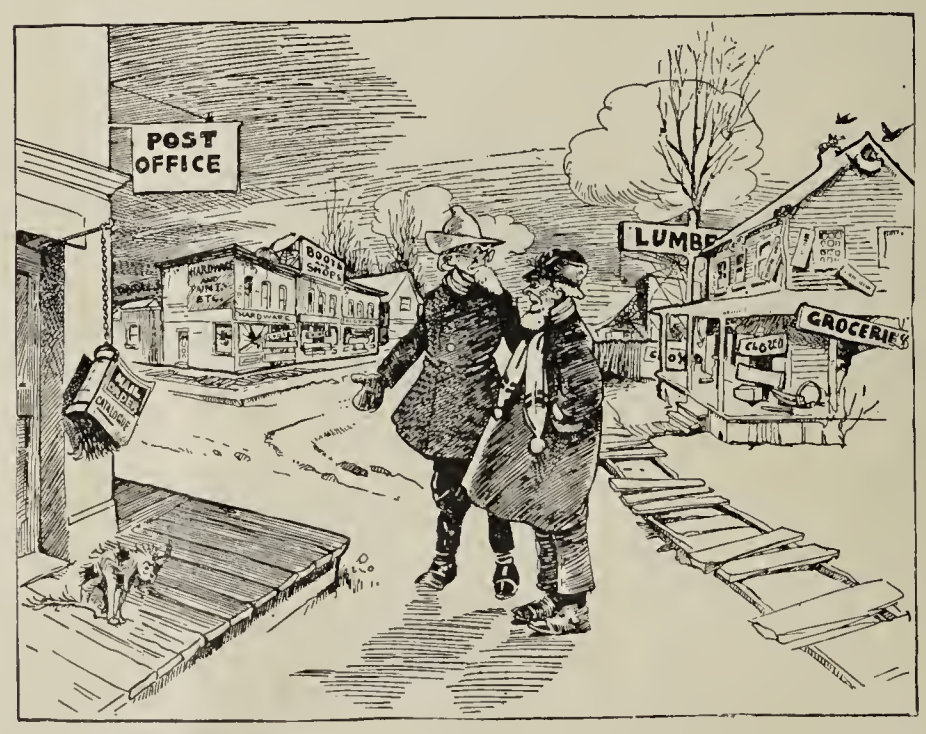
Business Cartoons

Caine in the St. Paul Press

ROBBING THE CRADLE
—Starrett in the Albany Knickerbocker Press



From "Cartoons"

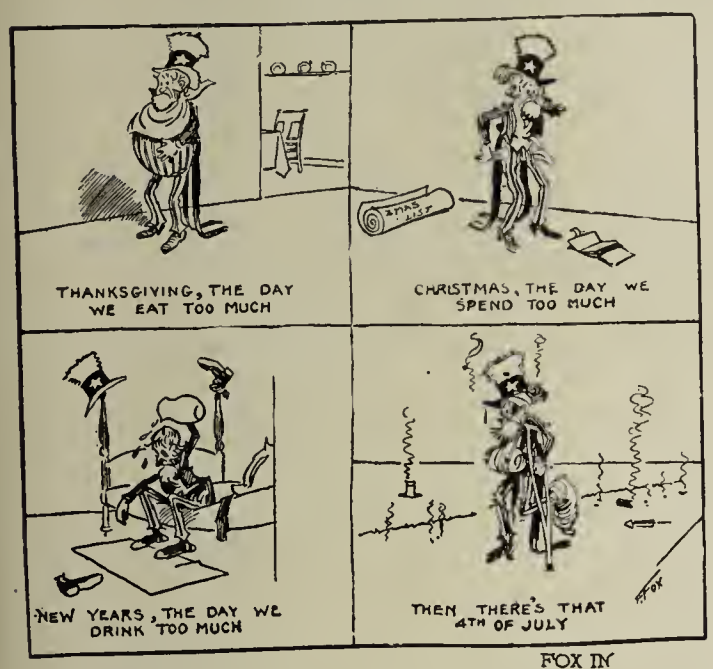


THE PARCELS POST AFTERMATH—Express Gazette

of the Month —

E PANIC FOMENTER
Cartoons)

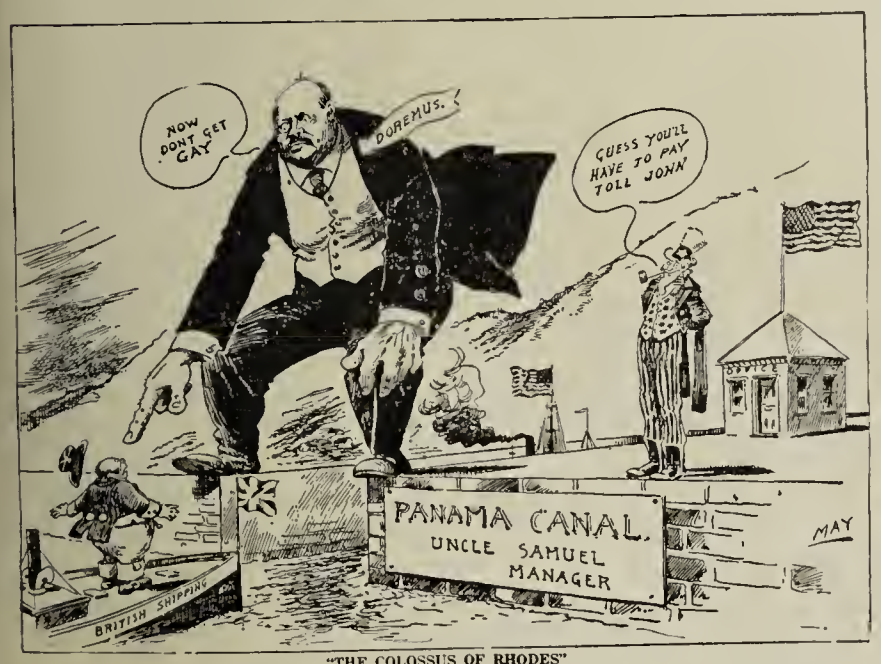
"PRESUMPTUOUS"
From the North American (Philadelphia)



FOX IN CHICAGO POST

The 14th day of February is principally noted by the sending of anonymous letters by the humbler classes."

—Abe Martins Almanac.



"THE COLOSSUS OF RHODES"

—May in Detroit Times

—Kessler in St. Louis Times

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Established 1880

The CLEARING HOUSE

(Continued from Page 82)

the age. It appears to be certain that the great steamships constitute a type, if not the type, for future ocean travel; and if in some way New York City does not provide berths for them they will go elsewhere.

IN EACH household throughout the Empire of Japan, whether the family is rich or poor, high or low, preparations are made for the welcome of the New Year, says Dr. Yaichi Haga in *The Mid Pacific*. The shoji, or sliding doors, are freshly papered; the mattings of the floor are renewed; the family shrine is dusted, and the tablets of the ancestors cleansed. Before the shrine are placed new paper ornaments (gohei) and straw hangings (Shime-nawa), while the small articles used in family worship are made clean.

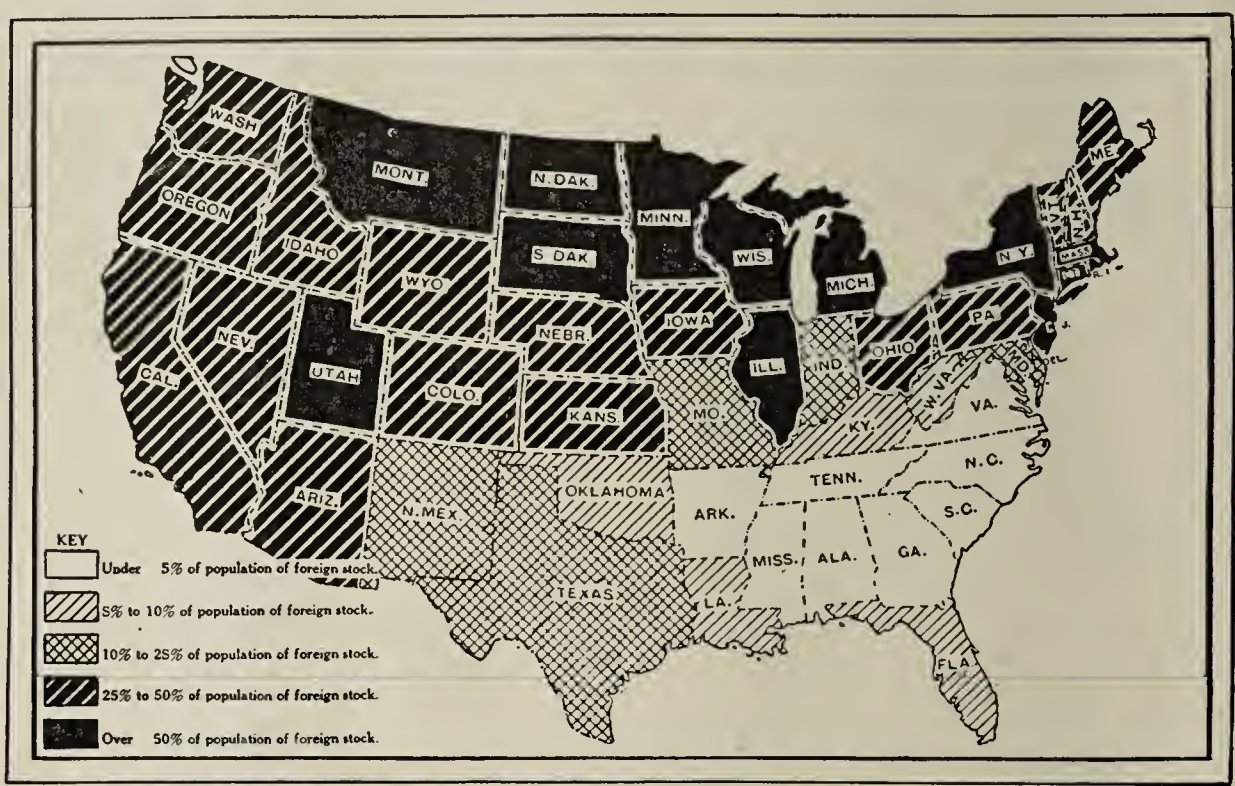
New Year's Customs in Japan

At the end of the year the housewife goes forth to purchase a tiny table, lacquered bowls and porcelain dishes, that a new start in the household may be made. Each member of the family must have a new suit of clothing, called the "sinnen no haregi" or dress of the year.

According to the former Japanese calendar, the New Year heralded the springtime and was a celebration of the rejuvenation of nature after the bleak cold winter. So the New Year's festivities meant not only the beginning of new life, but a new heart and mind and fresh aspirations.

With the introduction of Western civilization into Japan many of the quaint customs of former days have gone out of use. Yet there are many old ones that are still popular among the people. An interesting custom is "hatsu yume," or first dream. A picture, takarabune, or treasure ship, in which is seen personifications of happiness and long life, is placed under the pillow on the night of January 2, as it is thought to bring a good dream.

In the middle of January the "O-uta hajime," or poetry ceremony, is held at the court. On this occasion poems by their Majesties are read first, followed by those of the people. The subject for the poem is given forth by the Imperial by the court, and compositions are submitted by the public. Sometimes there are more than 20,000 of these poems presented, but only half a dozen or so are chosen as the best, so that it is considered a great honor to be numbered among those selected.



WHERE THE FOREIGN AND NATIVE RACES LIVE.

This map, based on the ceneus reports of 1910, shows the proportion of the population of the different States which are o foreign stock. This term applies to those persons who were themselves or whose parents were born in a foreign country. There are eight States in which less than 5 per cent. of the population are of foreign stock, and there are thirteen States in which more than half of the population are of foreign stock.

The population of the United States is changing not only through our very large immigration, but also because these immigrants have a much higher birth-rate than native whites—*Courtesy of Literary Digest.*

The Greatest Railway Terminal in the World

WHEN the creator of the rapid transit tunnels under the Hudson River blazed the way he found a terminal for his tubes in the enormously high-priced real estate of the extreme southern tip of Manhattan Island. To have set aside a great tract exclusively for such a terminal would have been a real burden upon not only his company, but every one of its patrons, says Edward Hungerford in a recent number of *The Outlook*. Mr. McAdoo builded twin skyscrapers over his underground terminal, and from them brought a revenue that not only met his carrying and operating charges for the stations, but brought his company something of a profit in addition. On a larger scale the New York Central will reap the benefits of the same sort of far-sightedness, and in the lobby of a modern hotel near the new Grand Central depot a man from New England recently met a chance acquaintance to whom he correctly said, "I have just arrived in New York through the greatest railway station in the world." In fact, this greatest railway station in the world will be, in the long run, the least expensive to operate.

Streets that have been closed for half a century have been given back to the city, while upon them has already begun to rise the most important single building development that New York has ever known—important because it represents a single main "up and down" avenue of Manhattan on which great new buildings for eight blocks are being brought to even height and harmonious construction under the direction of one firm of architects. What that may represent as an inspiration to the city's growth and development only future generations may really know. It is already certain that it has made the new Grand Central more than a mere railway station or wide-spreading passenger terminal.

Stairs have been eliminated from the new Grand Central, at least where passengers are concerned. In their place are what the engineers call "ramps"—long easy inclines that take a man up and down without his ever having a chance to realize it. The new station is going to be a boon to invalids, a paradise to a tired man with arms filled with packages or baggage. And in this single feature it has proclaimed itself not only one of the great but one of the distinctive railway stations of the world.

The path from the street level leads straight to the floor of the concourse, the chief architectural feature of the headhouse, and situated at the level of the subway mezzanine, from which it is expected that the station will draw eighty per cent

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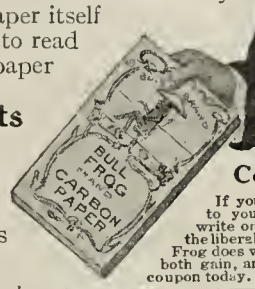

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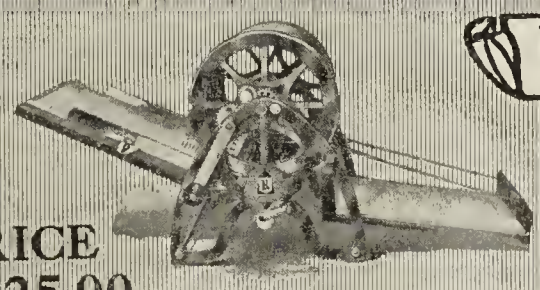

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of its traffic. That concourse is the very heart of the Grand Central and is a room 272 feet long, 120 feet wide, 125 feet high to its vaulted ceiling.

But the concourse is something more than the architect's expression of the heart of the terminal. Around it are ranged facilities for travelers—ticket windows, parcel checking stands, baggage wickets, waiting-room, information bureaus—all the paraphernalia that goes to make travel easy. Even size may be bended to convenience, and that very thing seems to have been accomplished within the new Grand Central.

Up overhead, in what would have been the vaulted arch of an old-fashioned train-shed—smoke-filled, poisonous-aired, and a tremendous waste of space—are plenty of necessary adjuncts to the terminal; a baggage room with a floor capacity nearly equal to Madison Square Garden, a cab-stand, and some hundreds of valuable offices. And your guide will tell you that the foundations are so built that these offices can be eventually carried to twenty-five or thirty stories in height without ever disturbing the work of the terminal.

Here, then, is size, economy, efficiency, beauty—the result, in steel and stone and concrete, of years of hard thinking by competent engineers and architects. All together have gone toward making the first of the passenger terminals of a new sort, the structure which, when taken from every point of view, can easily be called the greatest railway station in the world.

ONE of the organizations to promote business efficiency is attacking the waste of time and work caused by using "Dear Sir" and "Yours truly" and such phrases at the beginning and at the end of letters; and it reports that one business house estimates that it spends $6,000 a year in requiring its typewriters to use these conventional phrases. Should we not all save by omitting them?

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Of course men would save time also by leaving off neckties and buttons on the sleeves of their coats and many other conventional things. Figure up the necktie bill. There are about fifty million males in the United States alone. Let us assume that half of them wear neckties at least sometimes. If every one of these twenty-five millions have only one necktie a year and that cost only 25 cents—there's a waste of six and a quarter million dollars a year. Waste? Of course it's waste.

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During a pause in the sermon the deacon leaned over and whispered to the minister:

"Remember you were going to say something about the high cost of living."

"I haven't forgotten it," replied the minister. "I'll speak on that as soon as the collection has been taken up."—*Lippincott's.*

* * *

It is better to have loved and lost than to have married on fifteen dollars a week.

* * *

One Treatment Sufficient.

"I have never been whipped but once," said the boastful man, "and strange to say, it was for telling the truth."

"It cured you, all right," ventured the meek man quietly.

* * *

A Bad Financier.

Two Hebrews, meeting one day, were discussing local news.

"You know Jake Steiner, vot vas sick las' week?"

"Ya, sure I do."

"Vell, he has had his appendix taken avay from him."

"Vell, dot vas too bad. But it serves him a'right; he should 'av 'ad it in his wife's name."—*Today's Magazine.*

* * *

"Are you much hurted, Tim?" inquired a friend. "Do ye want a dochter?"

"A dochter, ye know nothin'. After being runned over be a throlley car? Phwat Oi want is a lawyer."

* * *

Impoliteness of Curiosity.

The goose had been carved, and everybody had tasted it. It was excellent. The negro minister, who was the guest of honor, could not restrain his enthusiasm.

"Dat's as fine a goose as I evah see, Bruddah Williams," he said to his host. Whar did you get such a fine goose?"

"Well, now, pahson," replied the carver of the goose, exhibiting great dignity and reticence, "when you preaches a speshul good sermon, I never axes you whar you got it. I hopes you will show me de same consideration."—*Popular Magazine.*

* * *

Enterprising.

In a section of Washington where there are a number of hotels and cheap restaurants, one enterprising concern has displayed in great illuminated letters, "Open All Night." Next to it was a restaurant bearing with equal prominence the legend:

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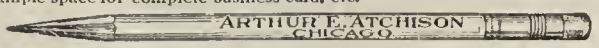

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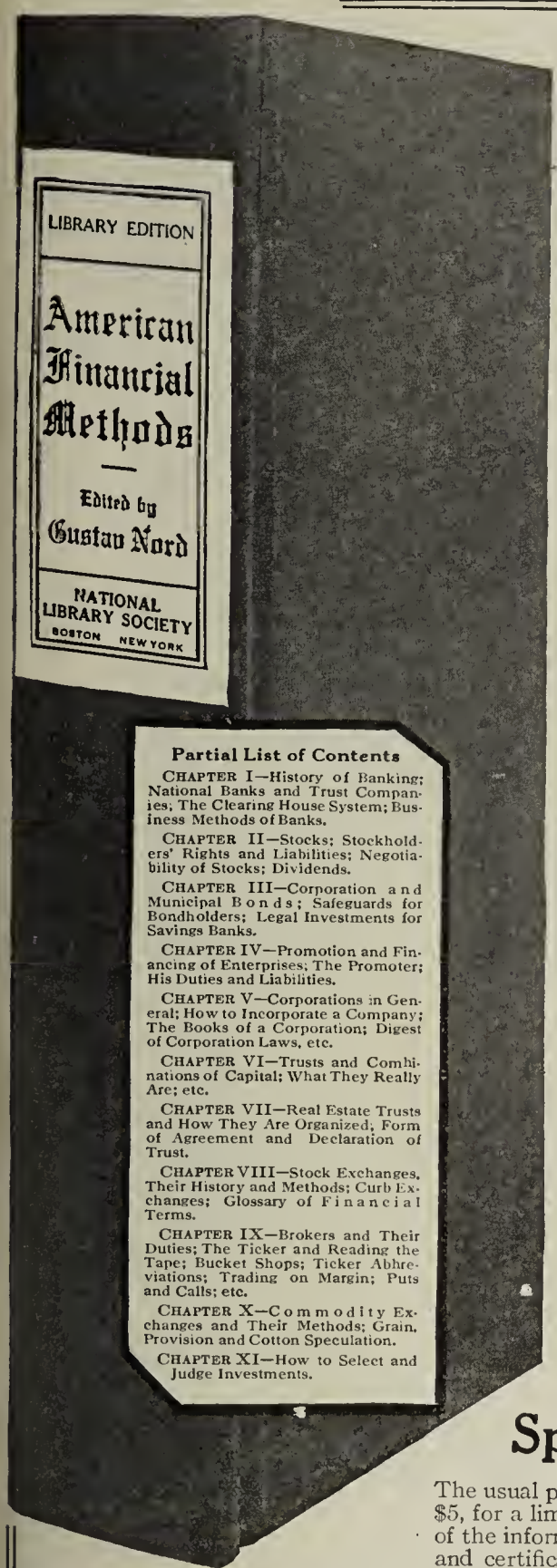

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CHAPTER III—Corporation and Municipal Bonds; Safeguards for Bondholders; Legal Investments for Savings Banks.

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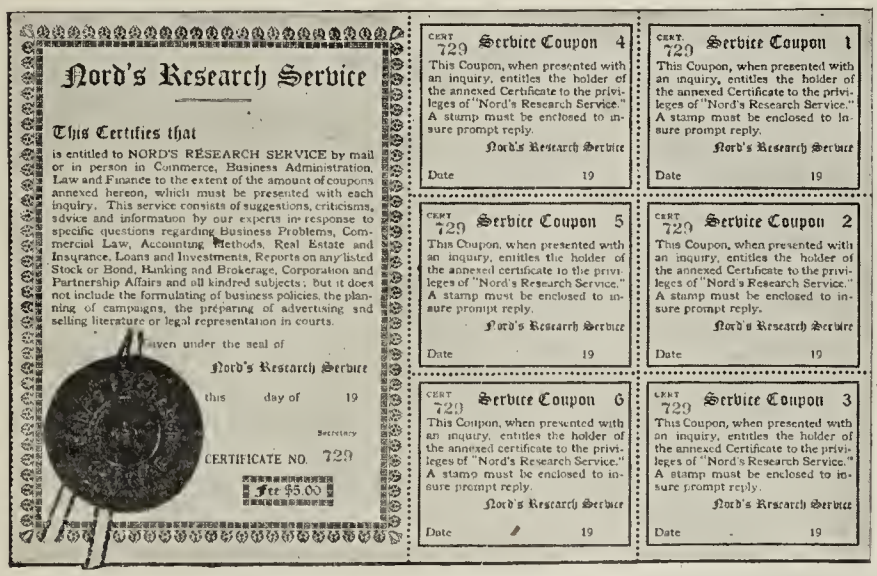

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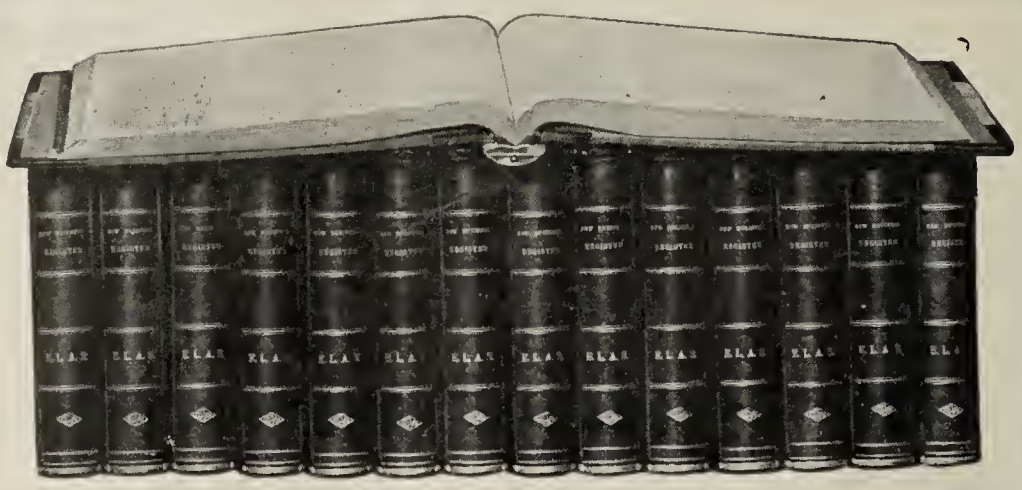

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Cut Down Bookkeeping Cost

By equipping your Loose Leaf Binders with Byron Weston Patented Hinged Papers you cut out time-losing, energy-wasting operations on the part of your accountants. By saving them useless effort, you lighten their work and make for rapidity and accuracy. The invisible economies effected by this paper will cut the operating cost of your bookkeeping department and increase the efficiency and satisfaction of your employees.

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Ledger papers without the Byron Weston Flexible Hinge, bulge or spring at binder when the book is open. Every time the accountant turns the page he must smooth flat the bulging margin before he can make his entries. This operation alone takes from 4 to 7 seconds on each page.

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Byron Weston Hinged Paper saves the expense of after treatment and the attendant delay. Carried in *stock* by stationers everywhere in seven forms for ruling and in seventeen sizes.

Send for Sample Book—and a sheet of our Patented Hinged Paper with directions for ordering.

BYRON WESTON COMPANY

DALTON *"The Paper Valley of the Berkshires"* MASS.

Watch Out for the Man Behind

TODAY IS YOURS, but tomorrow belongs to the Man Behind. He's back there pushing and struggling and fighting on—he's gritting his teeth and keeping in action, so he's in better shape than you—the exercise of effort is keeping him alert—thinning down his limbs—pasting his muscles tighter to the bone—twisting gristle into the meat—Look out for him!

YOU HAVEN'T WORKED at full vigor of late. There's an overcoat of fat growing around your intellect—if he ever gets up to you, and it comes to a stern, hard contest, you won't last. Activity doesn't tire—it hardens—gives resisting power—develops the wind—teaches one to stay when the tussle becomes intense.

THERE'S MANY A MAN in your office carrying the undeveloped seed of achievement in his makeup. He's fertilizing it with his ambition, and some day results are going to grow out of it. See to it that you get the harvest.

-:- -:-

YOUR COMPETITORS are always watching and waiting—they're seeking an opportunity to get you at a disadvantage. You may have to rely for survival upon the fidelity of the man behind. You won't get it if you haven't earned it. Your staff only owes you that which you have bought.

IF YOU'VE TAKEN advantage of circumstances in his hour of weakness, depend upon it, no man in your employ will stick when somebody else offers him more money,—he isn't in your debt by one throb of consideration. Lack of appreciation is the incubator which has hatched thousands of employes into employers. Injustice has driven into independence half the successful men in America.

-:- -:-

FORESTS DIE OUT unless there is a constant growth of saplings—they can only be perpetuated by the seeds which drop from trees already grown up. Don't forget that your young men are seed—that they are your insurance against the future—that you must look to them for the timber of tomorrow. Take care of them.

HOLD ON to your sound boys—they're worth more to you than anyone else. When they go away they are like bees, covered with fructifying pollen—they fly off with the ability they gained from you, and use it against you. When they enter another office, they handicap you by their withdrawal and strengthen your rivals with their knowledge of your secrets. When you replace them, you must pay as much for their successors, break them in and afterwards give battle to the very strength that you allowed to desert your flag.

-:- -:-

CARNEGIE is giving away libraries because he was shrewd enough to make every potential antagonist a partner. He drove his bargains when their strength was not at its fullest pitch, and he put them under the yoke of mutual interest while their brains were freshest and could tone up his staling view-point—he made his own percentage smaller, but magnified his total profits so tremendously that a part of twenty men's earnings far exceeded what his lone efforts would have brought had he tried to hog it all.

A SMALL INTEREST at an early enough moment creates a lifetime-ally—it buys you a man's play-time and night-time thoughts, all his plans and ambitions. It creates a burden-sharer who will lift cares, the shifting of which is worth far more than the cost. It gives you a sense of nature security, unknown to the lone operator, who lives in the constant dread that he will be hardest pressed when he is least efficient.

HERBERT KAUFMAN.

THE McALPIN—THE LARGEST HOTEL IN THE WORLD

It contains over 1600 rooms and employs more than 2200 people.
See story in April BUSINESS, entitled:

"Operating a $13,000,000 Hotel"

BUSINESS
The MAGAZINE for OFFICE STORE and FACTORY

Vol. XXX MARCH 1913 No. 3

Raising the TRYOUT to the Nth POWER

How Both Large and Small Businesses Determine if—and How—and When—and Where the Plan Will Pay

By Marshall T. VanSlyke

IF only one hundred men follow the directions laid down in this article, there will be a saving of at least a hundred thousand dollars. The "try-out" is not a universal panacea, but it is about the best form of business insurance that exists, and for the preparation of this article, the author has been to some of the best business men in the United States to get their ideas. Here they are— the practical results of their experiences—and presented in clear, understandable language—providing a means for saving other business men thousands of dollars in cash as well as saving many of them from some pretty severe bumps.—Editor.

WHEN I was only a small boy I heard a patent-right man attempting to interest my father in a county right, and fortunately for the success of my business his answer has always stuck by me," says the manager of an enterprise dependent upon schemes for its growth. "After he had listened very carefully and looked over the figures, my father announced decisively, 'It looks well—*on paper.*'

"It is impossible to reproduce even approximately in print, the emphasis that was placed on the words, 'on paper'; but the idea that a scheme may look to be the very best 'on paper' and yet fail completely when an attempt is made to put it in practice, was one that made a great impression on my mind and has saved me thousands of dollars.

"There is always the human interest element to consider, and there is no guessing in advance how people will respond to the best-laid plans. Only the actual try-out tells that."

Were it possible for a man to plan exactly what would happen when a business scheme is laid out, then it would be possible for the best planner to obtain control of practically all the wealth in the world, for it would merely be necessary to draft a scheme which would automatically double the returns day by day or week by week, and, in a surprisingly short space of time, the scheme would have attracted all the loose money in the country.

NINE out of every ten men have a "scheme;" nine out of ten "schemes" fail. And the average scheme fails only after it has dragged after it all the money of the backer—and often a great share of his initiative and courage as well.

Yet big failure is commonly unnecessary; at a cost often ludicrously small a scheme can be tried out—and with as great a certainty of determining the probable success of the plan, as the creamery-man is certain to tell the value of a vat of cream, by merely testing an ounce.

But invariably every business plan strikes unexpected difficulties—difficulties depending upon the human element; and this human element is the most uncertain thing in both life and business. It is to measure, approximately, this human element—to forecast it and determine its tendencies, that the try-out is used. Did business not change the try-out would not be needed.

A BASIC PRINCIPLE—Business Is Always Made Up of Three Factors

THE ordinary man is very liable to disregard the fact that business is like a three-legged stool; it requires the man, the money and the scheme. With but one or two of these elements the proposed business is pretty certain to fail, just as surely as a one or two-legged stool is bound to feel the effects of the force of gravity, and topple.

Where the ordinary man falls down is in magnifying the importance of the scheme. He hears wonderful—and authentic—stories of men who have started with nothing but an accumulation of debt and a scheme, and have prospered until they have a factory and pay-roll that well might be the pride of any ambitious business man.

But the men who look to the scheme to bring all these desirable conditions disregard the fearful mortality that strikes the thousands of schemes started every year. Those that are unsuccessful are carefully buried and glossed over by the losers, while those that are successful, naturally, are very prominently displayed in the public eye.

But—and here is where the great tragedies of business come in—often a man has a really marketable article—one that can be put on the market by some selling scheme or other—and yet wastes a deal of money on the wrong selling plan, when another—costing perhaps less—would make his fortune.

A manufacturer of electrical devices, for instance, found that, from the by-products of the factory, a small device could be made which would not be marketable through the regular channels used by the firm. Making a contract with his company, he secured the right to market this device under a selling organization of his own, buying the packaged article from the factory at ten per cent above cost. Used to the selling methods of the corporation, he had prepared a line of selling matter costing approximately—including his appropriations—some $8,000. A force of people were put to work and kept busy for two weeks covering the entire country with direct selling matter sent to a selected list.

The returns from this campaign were phenomenally small. In fact, for the $8,000 expended in selling expense, there were received less than a thousand orders. As the net profit on the article was about $1.10 apiece, this left a deficit of between $6,000 and $7,000. Nor was this all;—the non-success of this selling campaign had a damaging effect upon the reputation of the manager himself, as he had never before been connected with a campaign that failed. Not only was his a direct money loss, but there was an indirect loss of prestige and business energy which eventually amounted to many times the loss in actual cash.

Another manager who thoroughly believed in tests took hold of the selling campaign, putting on a series of sixteen try-outs in which sixteen different letters featuring different talking points were used, and having four separate pieces of advertising matter used on the different lists.

I astonished the Manager by putting on a try out which advertised all the goods in the store.

These tests were put out on classified lists and it was found that one of the lists, addressed to professional men—as doctors, dentists and veterinary surgeons—gave phenomenal returns. Following this try-out, the manager called upon over a hundred of his mail order customers and found that by making a slight change in the product, asking for no reference and putting it out on a trial and installment basis, that the selling campaign was made so simple that it could be handled almost automatically.

PRINCIPLE II.—Test Out to Find What Will Sell

IT IS not commonly known," says the manager of a small mail-order house, "that it is possible to insure against failure in almost any business, merely by finding out in advance as nearly as possible what the people want. For a number of years I was with a large mail-order house making a hobby of try-outs, when I took a position to put in a mail-order department for a department store in the South. Southern buyers are different from Northern buyers in that they remain fairly constant in their wants, once they have been influenced to buy their first and second orders. The mail-order department, however, must look out for 'repeats.' The over-the-counter sales are run so as to dispose of one style of merchandise and clear it out, getting new lines, except, of course, on staples.

"I astonished the manager of the firm and came near being discharged before I had my job a month, by putting on a try-out plan which advertised all the goods in the store, whether they could be sold at a profit by mail or not. I had prepared a list of everything sold in the various departments. The list was printed in six point type and illustrated by what cuts I could secure without too much cost, these assembled on enamel paper as inserts. Naturally the first month's business showed a considerable loss, but—and on this point I was obliged to talk to the board of directors for several hours before they could see the wisdom of it—I saved thousands of dollars by determining accurately for what lines of goods the greatest demand existed in the territory which we covered.

"The fact I wanted, once demonstrated, I then issued a permanent catalogue, revising it every six months, and rapidly built up a mail-order trade by those methods. And I showed a profit after my first list. It was the try-out that did it."

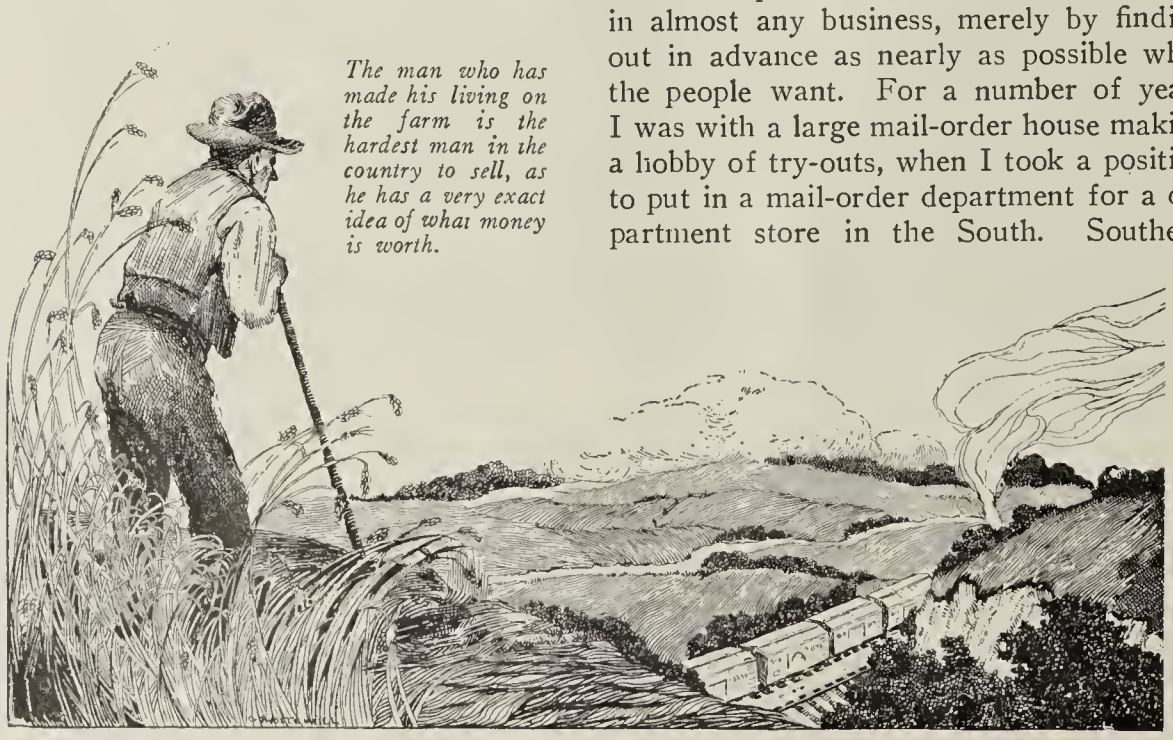
PRINCIPLE III.—Test Out a Small Territory Before the Large

A METROPOLITAN house selling to the retailer uses a novel try-out plan which is peculiarly adapted to the larger businesses, yet may be adopted by firms not to be reckoned as one of the "big ones," although selling wide territories. Says the sales manager of this house:

"Formerly it was customary in putting on a sales campaign for a product, to take a large territory—approximately one-fifth of the United States—and put in a crew of salesmen and demonstrators, increasing the territory a division each month, so that in three months we would be selling approximately three-fifths of the United States.

"When I took charge of the department I found, on going back over past records, that in many cases heavy losses had occurred in our selling campaigns. These losses had been determined only after we had fifty to one hundred salesmen and demonstrators out. Then—as is so often the case—the campaign would often be continued through mere inertia in the hope that it would finally recover and prove a payer.

"The record showed that out of eighteen campaigns that had been put on, sixteen of the number had grown worse after the first two or three months, instead of ever



The man who has made his living on the farm is the hardest man in the country to sell, as he has a very exact idea of what money is worth.

growing better. I finally convinced my board of directors that it would be policy to allot from one to three thousand dollars for try-out campaigns, in which a territory of from three to five counties would be thoroughly covered. Local advertising was to be run in the newspapers and in a local magazine—if one existed—and several good salesmen and demonstrators were to be turned loose in that territory with instructions that they were there to determine the cost of a selling campaign on their product. In case the campaign was a success it was to be continued; if not, the try-out crew was to be transferred to a new territory, and work the same or a new product.

"We organized our first try-out campaign along my lines and the crew was not out a week before it was thoroughly demonstrated that there was no sale for our product. So we changed products three times until we secured the one that proved a winner. Knowing this and with the information on field work and territories so accumulated, we were able to go ahead on a national campaign based on the results we secured from our thousand dollar campaign."

PRINCIPLE IV.—What Sells in Smithville Will Sell Elsewhere

A DEPARTMENT manager connected with one of the large houses in Chicago was noted for the seeming intuition with which he was able to select lines which later invariably proved heavy sellers. From his position as manager he was shifted to assistant buyer on small lines and—while having the reputation of being a "slow" rather than a "snap" buyer—he soon made a record for selling successes. His method was so successful that later it was adopted in those departments where it would prove practicable. Asked how he was able to forecast demands, he said:

"I came from a little town in Iowa peopled by retired farmers and factory employees on moderate salaries. Factory employees, as a general thing, are fair buyers, but in the smaller country towns draw such comparatively small wages that they can not buy above a certain limit—which is fairly low. On the other hand, the man who has made his living on the farm is

(Continued on Page 182)

1200 Good Business Openings

Where the Man with Little Capital Can Take Adaantage of Big Chances to "Get in on the Ground Floor"

By Elliot Flower

WHEN mention is made of Western Canada, or any other country in process of development, one thinks first of agricultural opportunities—and the argicultural opportunities are certainly there in this case—but even greater are the business opportunities made possible by these agricultural opportunities.

The railroads and the government give main attention to the agricultural end of the proposition, which naturally has to come first, and the average man almost forgets that business openings follow close behind the plow. He hears of cheap land and fertile land to be had on easy terms, but comparatively little is said of the opportunities resulting from the needs of those who get the cheap and fertile lands. Yet these are exceptionally numerous and promising in any country that is growing rapidly in population, and during a recent trip through Western Canada I gave considerable attention to the business opportunities.

Not many years ago in the natural development of our own country, the railroad followed the town, and it is undoubtedly true that practically all of the large business centers west of the Mississippi River owe their beginnings to the home-seeking pioneers who blazed the way, and established scattered settlements wherever they were compelled to rest. Towns sprawled out here and there wherever these fortune-seeking pilgrims had gathered to any extent, but today, in the Northwest, all this is changed, and the pioneer home-seeker can move into a country that is already opened up. The railroads are solving their future traffic problems by building up towns where they will do the most good, and the ambitious young man of today can find made-to-order cities awaiting him and innumber-

able business opportunities already created for him.

One has only to give a little thought to the amazing growth of towns and cities to realize the conditions. For instance, Edmonton has increased in population from 2,600 in 1901 to 53,000 in 1912, Saskatoon has jumped from 113 to 20,000 in the same time, and Prince Albert has climbed from nothing at all to over 8,000. These people have to be clothed and fed, provided with homes, furnished such comforts as they can afford, and very often supplied with tools. Such growth as this makes new opportunities as rapidly as existing ones disappear. There is need of a box factory, perhaps, and some enterprising boxmaker grasps the opportunity and builds one. That want is supplied, but the box factory employs many hands, most of them brought in from the outside, and these men have needs of their own. So there are now new opportunities for the men wise enough to take advantage of them.

The larger cities of Western Canada are very active in their campaigns for factories and mills and whatever else of a business nature is suited to their localties. They do not wait for these to come knocking at the door, but go out after them with lassoes and sugar and anything else that seems likely to get them. Prince Albert was after three at the time I was there, Battleford was after one, and it is a dull day when Edmonton and Saskatoon are not camping on the trail of at least one. Prince Albert is new to the game, having given its attention to lumbering and farming heretofore, but it was certainly making a brisk campaign.

Edmonton has increased in population from 2,600 in 1901 to 53,000 in 1912, and all these people have to be clothed and fed, provided with homes, and furnished with such comforts as they can afford.

Prince Albert ships two train loads of lumber a day to the young cities of the Canadian West, and is already looking for three more large industries.

All this, as previously explained, instead of merely filling business gaps, really makes more of them. Indeed, such rapid growth makes new gaps more rapidly than they can be filled, and Western Canada will have to stop growing—or at least slack up a little—before she can reasonably expect the merchants and manufacturers to overtake her.

Of course, when you reason it out, it all goes back to the soil. The growth of the cities makes many of the business opportunities, but the cities and towns grow because they have a rich and growing country back of them. In a big or small way, according to location, they are supply stations or distributing points or both, and it is the farmer that makes them. Likewise the farmer has needs of his own, irrespective of the requirements of the cities, that create innumerable opportunities. He must have machinery, implements, lumber, furniture, wagons, clothing, and much in the way of food that he cannot raise himself. So it all gets back to the farmer, who, directly or indirectly, really makes all the business openings.

Some of these opportunities are surprising. One is prepared for the loud cry for bakers and blacksmiths and butchers and carpenters and shoemakers, but how about milliners and music teachers and jewelers and lawyers and florists and confectioners? These are rather unexpected, are they not? Yet of two hundred and sixty-two cities, towns and villages along the line of the Canadian Northern Railway, ranging in population from fifty to 53,000, eighteen enumerated milliners among their needs, eight asked for music teachers, fourteen wanted confectioners, fifteen listed jewelers, and twenty-seven were looking for lawyers. Athabasca Landing had need of a trained nurse, and Grand View was seeking a florist.

A very fair idea of the situation in Western Canada, so far as business opportunities are concerned, may be gained by studying the needs of the two hundred and sixty-two that listed their requirements in that line. Some of the larger cities made no pretense of making a complete list of their wants, merely mentioning a few of the most urgent, so the figures given are somewhat under the actual needs of the country. Yet even this incomplete list shows eleven hundred and fifty-eight business and professional opportunities in the two hundred and sixty places from which figures were secured, and these chances include about everything that the averge man is likely to think of in addition to much that never would occur to him at all.

By way of illustration, here are the wants listed by a few of the two hundred and sixty:

Edmonton (Pop. 53,000)—Wholesale houses and factories.

Saskatoon (Pop. 29,000)—Soap factory, packing and cold storage plant, flour mill, tannery, shoe factory, harness factory, foundry and machine shop and jobbing houses.

Prince Albert (Pop. 8,000)—Pulp and paper mills, furniture, woodenware and match factories, flour and oatmeal mills and wholesale distributing houses.

North Battleford (Pop. 3,000)—Dentist, brickyard, steam laundry, restaurant, furniture store, grain elevator, flour mill, distributing warehouses for dry goods, fruit, hardware and drugs and wholesale houses.

Vegreville (Pop. 1,200)—General store, music teacher and harness shop.

Canora (Pop. 1,200)—Dentist, music teacher, tailor, barber, lumber yard, blacksmith, moving picture show, dressmaker, milliner, laundry and builder and contractor.

Lloydminster (Pop. 1,000)—Veterinary surgeon and photographer.

Athabasca Landing (Pop. 900)—Tinsmith, sash and door factory, cobbler, machine shop, undertaker, garage, dairy, flour

mill, steam laundry, livery stable, hardware store, tent factory, harnessmaker, blacksmith, book store, veterinary surgeon and trained nurse.

Athabasca Landing is not at all modest in its desires, it will be seen, but Kylemore goes to the other extreme and lets the single word "farmers" answer the inquiry as to its needs. As a general thing, however, the wants of the smaller towns in a business way are more numerous than those of the leading cities, and they certainly offer the best opportunities for men with limited capital. The cities are usually after factories and mills and enterprises requiring considerable capital, while the smaller places want merchants and others who will begin in a small way and grow with the town. And many of these towns do grow amazingly. One has only to look back over the history of any of the principal cities to realize this. Their growth has been phenomenal, and in most cases the merchants who began in a small way have grown with them. Moreover, their prosperity has attracted others, especially those having considerable capital, so their wants are fewer and call for a heavier financial backing.

By rearranging the data secured from the two hundred and sixty cities, towns and villages, and classifying it by occupations, we find that the general needs of Western Canada as follows:

Agricultural Implement Dealers, 12; Auctioneers, 2; Bakeries, 26; Banks, 52; Barbers, 45; Blacksmiths, 37; Boarding Houses, 28; Book Store, 1; Bowling Alley, 1; Box Factories, 2; Brick Yards, 13; Builders and Contractors, 6; Butchers, 31; Carriage Factory, 1; Carpenters, 4; Cattle Buyers, 3; Cement Plants, 2; Cheese Factories, 4; Chopping Mills, 2; Cigar Factory, 1; Coal Yards, 2; Clothing Merchant, 1; Commission Merchant, 1; Confectioners, 14; Creameries, 17; Dairies, 2; Dentists, 23; Draying Business, 2; Dressmakers, 13; Druggists, 71; Dry Goods Stores, 2; Electric Light Plants, 2; Elevators, 37; Feed Barns, 6; Florist, 1; Flour Mills, 29; Foundry, 1; Furniture Stores, 13; Garages, 4; General Stores, 61; Glass Factory, 1; Haberdashers, 6; Hardware, 40; Harness Makers, 55; Hotels, 36; Jewelers, 15; Laundries, 22; Lawyers, 27; Linseed Oil Mill, 1; Livery Stables, 23; Lumber Yards, 19; Machine Shops, 16; Market Gardener, 1; Match Box Factories, 3; Mattress Factory, 1; Milliners, 18; Music Teachers, 8; Newspapers, 9; Oatmeal Mill, 1; Painters, 7; Paper Mills, 2; Physicians, 68; Planing Mill, 1; Pool Rooms, 31; Printers, 4; Photographers, 4; Pickle Factory, 1; Plumber, 1; Packing Plants, 3; Produce Merchant, 1; Real Estate Agents, 20; Restaurants, 37; Sash and Door Factories, 5; Shoemakers, 31; Soap Factory, 1; Stationer, 1; Tailors, 9; Tanneries, 2; Tent Factory, 1; Tinsmiths, 4; Trained Nurse, 1; Undertakers, 3; Veterinary Surgeons, 28; Warehouses, 4; Woodenware Factory, 1. Total, 1,158.

Any man with a little capital, seeking to make a fresh start in a new place, who can't find something suited to his means and his abilities in such a list as this must be in about the same position as the tramp who was heard singing that plaintive ditty, "How Can I Work When There's No Work to Do?" and was asked if he had really tried to get work.

"Sure I have," he replied.

"What kind of work?" was the next question.

"Well," he answered, "I mostly tries to get jobs shoveling snow in the summer and waterin' lawns in the winter."

From a purely commercial standpoint it is a hazardous undertaking to build a town. Intricate problems must be faced and met. Therefore, when a new town is in contemplation experts are sent out by the railroads to investigate the needs of the surrounding country, what classes of business are most in demand and the probable amount of trade available. Then, without a given radius, the best sites are chosen by a process of natural selection. It is necessary, for instance, to place them far enough apart to give each its own constituency of farming districts. Adaptability of soil and natural drainage are carefully considered, as well as available room for the future expansion of the town.

Then comes the laying out of the town-site itself. Here experts, who have studied the problems of town-building are called in. Their work is done with scientific precision. Business and residence sections are defined. Room is left for wide streets and parks. Factory and industrial subdivisions are carefully laid out, with a view to transportation and shipping facilities. The result of which is that, when the town-site is completed, you have a finished town—a built-to-order city that is ready and waiting for its future growth.

Railways are being built in Western Canada at the rate of three miles a day. Every three days, therefore—on an average—a new siding is constructed. Each siding represents a prospective town. Therefore it is not surprising that one hundred and twenty-seven towns, by actual count, were launched in one season. All of them, of course, are not large cities. Many of them never will be. But they all present good business chances.

There is hardly a station that does not boast of at least one, and often 5 or 6 big red elevators, representing one of the biggest industries of the smaller towns along the Railroad.

Large forces of men are employed in the Railroad Shops along the line, and in many cases, parks, residences, business and manufacturing districts are all planned and laid out before a sod is turned or a tree felled.

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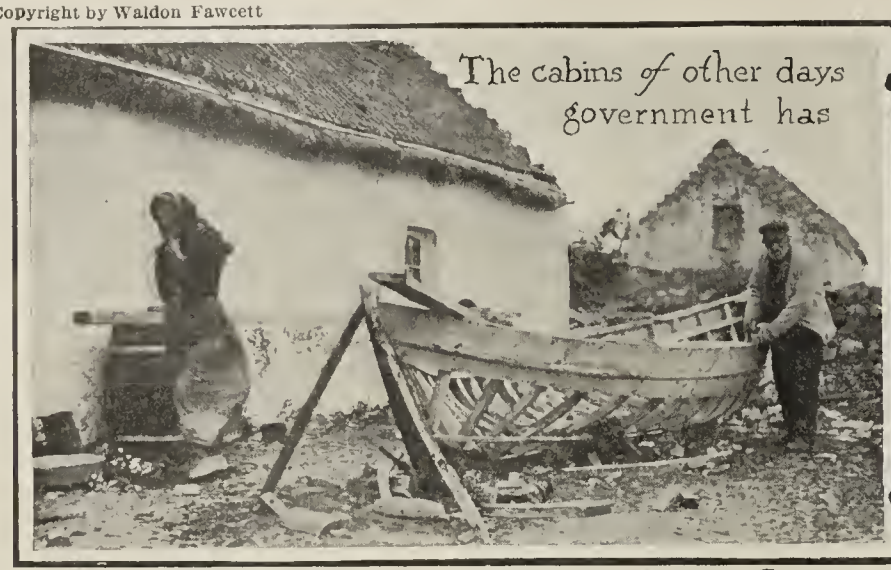

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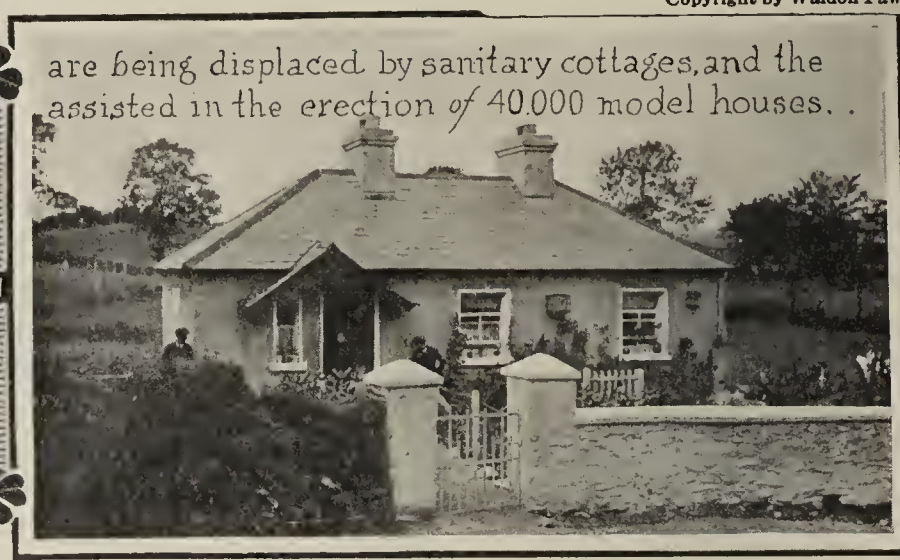

The Revival of Industry in IRELAND

Some Interesting Sidelights on the Development of a Land Where a New Era of Prosperity Has Dawned

By Waldon Fawcett

NO sudden progress in a foreign country ever aroused a deeper or more widespread interest in the United States than is now being manifested in the current revival of industry in Ireland. Industrial development in any country is always fraught with more or less interest for business men in general, because, very frequently, it supplies object lessons that may be taken to heart by all observers. It is safe to say, however, that there are several reasons for this unusual concern in this particular case, aside from the Yankee ambition to keep in touch with the forward march of affairs in all quarters of the globe.

For one thing, there is the natural, we might almost say instinctive, interest of the American people in the welfare of the Emerald Isle, due to the fact that millions of the sons and daughters of Erin have come to our shores and that they and their children and grandchildren have manifested in this "new Ireland" an ability for industrial organization and achievement that amounts in many instances to genius. Equally potent is the circumstance that American capital is playing a prominent part in this industrial rejuvenation of the land of the shamrock. During the past few years quite a number of Irish-Americans of means have returned to their native land to reside permanently and incidently to take a more or less active part in the larger business movements of the island where a new era of prosperity has dawned. Other Americans of Irish birth or ancestry who have no thought of residence in Ireland are investing heavily for the development of the natural resources of the green isle as much because of the prospective profits as by reason of any sentiment of loyalty.

The vastly improved condition in which twentieth century Ireland finds herself is due primarily to the enactment of laws more favorable to that free play of commerce and industry which has been denied to her for more than a century. Not only is the Irish farmer now the master of his own destiny, thanks to the enactments which render land tenure no longer precarious and rent no longer arbitrary but the removal of unjust and burdensome handicaps has aroused ambition and stimulated enterprise throughout the whole business community. This taking heart for the present and for the future is a spirit which, despite its sudden growth, now extends even to the most humble workers in the cottage industries, the revival of which constitutes one of the most notable features of the present awakening. Home Rule, when it comes, may prove a boon for Ireland. But her material prosperity is not waiting upon it. Ireland is being helped to help herself in an immediate and a more practical way.

The Sinn Fein Society, one of the organizations in Ireland devoted to the upbuilding of the country recently appealed to Americans and especially to Irish-Americans to repay Ireland's gift of brain and brawn with capital for the development of Ireland, industrially. But it needed not this appeal. Americans,—and by no means all of them, either, of Irish birth or descent,—were already arousing to the opportunities of the situation. One instance, which is typical, in a way, of the trend of the times, is found in the experience of Richard Croker of New York, the former Tammany leader. Several years ago Mr. Croker purchased an estate and built a mansion some ten miles from Dublin, simply because he considered Ireland the ideal place of residence for at least six months each year. He had no thought other than for the occupations of leisure but before he had been in Ireland many months he had aroused to the opportunities for investment confronting him on every hand. Since then he has been "prospecting" by motor car in various parts of Ireland and is now seeking to interest American financiers in the development of Ireland's mineral wealth, particularly the coal and lead.

One of the interesting side-lights on the present industrial revival in Ireland is found in the fact that the American influence is by no means confined to the more pretentious undertakings but extends even to the channels of retail trade. In a recent visit to one of the most isolated towns in a remote section of County Mayo I was struck by the appearance of a bicycle and motorcycle shop which stood out from the dead level of its fellows by the general air of neatness, the effective window trimming and the up-to-date stock carried. Upon investigation I found that the proprietor was a returned Irish-American. He was carrying American lines in so far as possible and predicted a much heavier volume of business for Yankee manufacturers if they will get away from the habit of supplying Ireland through English middlemen.

Not only is American capital, and to a certain extent American energy, figuring in the industrial rehabilitation of Ireland, but

the Irish are taking more than one leaf from our book as to means and methods of producing wealth. Thus, tobacco growing and manufacture which ranks as one of their promising infant industries is being patterned after American ideals and the American beet sugar industry has been the inspiration of a similar activity that, on a small scale, is being nurtured in Erin. Yankee quarrying methods have been introduced in the marble quarries of Connemara, which are controlled by American capital and a considerable portion of the product of which is sent to the United States. Similarly, an increasing amount of American capital is being invested in the Irish fisheries which have felt the transforming touch of progress through the introduction of power boats and improved equipment. And because a large proportion of the catch, particularly in the case of mackerel and herring, ultimately reaches the American market, American specifications as to curing and packing the fish obtain almost universally.

A characteristic of commercial and industrial Ireland calculated to impress the average American is the important part played by co-operation. It is not too much to say, however, that this self-same policy of co-operation has been a prime factor not only in the industrial uplift but also in the progress in agriculture. Indeed, it was in the agricultural field that it first made its influence felt markedly, and the best evidence of its benefits is afforded by the success of the co-operative creameries, dozens of which are now to be found in all parts of Ireland and which have increased the profits of the farmers tremendously. Gradually, the co-operative movement has spread until it embraces in greater or less degree the manufacture of woolens, hosiery, shirts, lace, embroidery, crochet, and a variety of other products for which Ireland is famous. And, speaking of products for which Ireland is famous, there inevitably comes to mind the Irish poplin. It is a product which should possess a certain interest for the Yankee business man if for no other reason than that its makers hold to an unusual labor policy in an effort to maintain the high quality of their product. The various processes of making poplin require great skill and watchfulness and the Dublin poplin makers refuse to allow anyone who has not served a seven-year apprenticeship. or who is not the eldest son of a poplin-maker to work as a poplin-weaver.

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The falls of the River Erne at Ballyshannon are being utilized for the generation of electric power.

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The lace making industry is rapidly expanding, and the manufacture of "Pillow Lea" is carried on extensively.

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Co-operative creameries are now to be found in all parts of Ireland, and have increased the profits of the farmers tremenduously.

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Yankee quarrying methods have been introduced in the marble quarries of Connemara.

Convincing evidence that the new industrial and commercial status in Ireland augments for permanent prosperity is found in the move to utilize Erin's magnificent water power for the generation of electricity. Ireland claims to have lead the world with the idea of the electric railway, the line at the Giant's Causeway antedating, by several years, America's pioneer road at Richmond, Virginia, but after this initial spurt, interest lapsed and it is claimed that at least 2,000,000 available horse power is now going to waste in the rivers which flow unused to the sea. However, a beginning has been made in utiling nature's forces, as, for example, at Ballyshannon in the west of Ireland where the falls of the River Erne, about 150 yards in width and 16 feet in height, are most advantageously located. At Foxford, the River Moy has been harnessed to provide power for a woolen mill which is operated on the co-operative plan and which already gives employment to more than one hundred men and women who are engaged in the manufacture of blankets, traveling rugs, flannels, shawls, serges, tweeds, etc.

The Irish ship building industry, with such testimonials as the steamer Olympic. is scarcely to be included in any category of new or revived Irish industries, although its expansion has been remarkable Neither is the linen industry of northeastern Ireland, which has long held a position of pre-eminence. The superiority of Irish linen, it may be confided, is due primarily to the bleaching, which, in turn, is dependent upon the water and atmosphere,—these essentials, as found in the territory contiguous to Belfast, possessing qualifications not equalled anywhere else in the world. The lace making industry is rapidly expanding, however, and the manufacture of "Pillow Lea" is carried on extensively by the women. All the allurement of new conquest is found, however, in the progress made in the manufacture of Irish hand-tufted rugs and carpet, in the expansion of

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STOPPING *the* LITTLE LEAKS

Nine Simple Expedients Adopted by Retailers to Cut the Costs and Swell the Profits

By Fred Cook

THERE never was a time when it required closer management to make the small town retail business net a real profit. Competition is keen, jobbers' prices have increased relatively faster than the prices to the consumer, and the cost of doing business is admitted to have increased by several per cent.

Being anxious to know just how the most thrifty dealers have been meeting this situation—for I know that hosts of them are meeting it squarely and successfully—I interviewed a great many of them in widely varied lines and was surprised at the unanimity of the answers. In fact so many of them solved the problem in one particular way that I have devoted this whole article to one class of retailers—the class that has lowered its cost of doing business by paying unusual and strict attention to the little leaks and losses, then remedying them.

Every business is subject to petty leaks, but probably no business is less immune than the small retail establishment. In every department, on every hand, are a hundred little leaks that claim their daily dimes, their yearly dollars, and in the aggregate—hundreds of dollars.

I am going to tell you just as I was told how clever retailers have stopped some of these leaks and saved the dollars to add to the profit side of their trial balance. They are leaks that are common to many businesses of the sort and if you haven't yet inserted the stopper, it will certainly pay you to read each item and see if it doesn't point out a possible saving for your own business.

Cut Out the Over-Weight

THE proprietor of a big grocery store in an Ohio city found his greatest leakage at his scales. He noticed that nearly all of his clerks were giving down weight. Of course the correct balance is obtained on the ordinary scale when the beam stands midway between the lower and upper portions of its guard. Observation soon convinced this dealer that most clerks kept spilling on the merchandise until the beam touched with a thud.

That meant at least an extra fraction of an ounce on every weighing. Experiment showed that the overweight sometimes amounted to as much as two or three ounces, and on tea at 60c a pound or other equally high-priced articles the loss amounted to several cents.

He found that there were two principal reasons for the clerks giving this overweight. First, they hated to be thought little by the customer they were waiting on and magnanimously piled on the goods to give an impression of liberality. Second, they did not realize the amount of money they were losing for the firm.

The grocer knew that no one of these men would think of giving back more than the right amount of change and knew if he could get them to realize the loss in terms of money the problem would be solved.

So he called all the clerks together and gave them a talk, letting them know that he knew exactly how the ground lay and showed them what down weight meant to the firm, especially on the more expensive goods.

Then he installed a new type of scale that registered on a dial the amount in terms of money. Now if a man was weighing up 25c worth of sugar and he gave overweight the pointer kept on moving and registered 26c worth or 27c worth. When the clerk saw that he was actually losing one or two cents he was very careful to give exact weight and no more.

The little lecture and the change in scales no doubt saved this firm several hundred dollars in the course of a year.

A Question of Light

A CLOTHIER discovered that his light bill was much higher than a neighboring store which seemed to be much better lighted. His fixtures were all equipped with the old style carbon filament lamps which are big current consumers and were all connected to one switch so that it was necessary to burn every lamp in the store or none.

Frequently on a dark day it was necessary to have lights in one part of the store, and because of this arrangement other lights would be burning that were not needed.

By equipping his fixtures with new Tungsten bulbs and using an individual pull chain switch for each he was able to cut his light bill down by half.

Hauling His Own Freight

A HARDWARE dealer in Minnesota found a simple way to cut expenses that should offer a suggestion to a great many merchants similarly situated.

For delivery purposes it was necessary for him to keep a horse, wagon and driver and yet there was only about enough delivering to do to keep them busy perhaps half of the time.

In common with other business houses in the village this firm patronized a local dray line for the hauling of all freight from the depot to the store. The dealer got to thinking the matter over one day, and wondered why he should pay out his good money for cartage when he had an idle horse and man that could just as well handle the greater part of it. So he invested $60 in a heavier dray and saved the price of it in a few months.

At the present time his own delivering outfit hauls 90% of all his freight during dull hours and the yearly saving amounts to nearly $200.

Saving the Waste Paper

IT is possible to effect a considerable saving in most retail establishments by utilizing the waste products in various ways. Just as the packing establishment works up every particle of waste material into some article of value and thus pays a profit, so can the merchant realize on the by-products of his business.

It is only within recent years that anyone has thought it worth while to save the waste paper that accumulates. But I know of one dry goods man who saves every bit of paper and pasteboard and bales it. His establishment is a comparatively small one, yet he tells me his waste paper pays his electric light bill and is well worth while taking care of. There are hand baling machines which may be purchased for the purpose, but this man has rigged up an ingenious home-made baler that answers the purpose very well and costs practically nothing to make, so every cent he gets for his waste paper is clear velvet.

Other concerns bale their packing hay, excelsior and similar materials in the same way and reap a profit that runs up in many cases to almost unbelievable figures.

Empty packing cases, barrels and the like are another source of by-product revenue, and there is a world of difference in the way these matters are handled by different merchants. Some of them who seem to have a sort of contempt for an item so

(Continued on Page 180)

HOW to HANDLE HELP

THE way some successful corporations manage their help would soon spell failure for them if they did not make extra large profits; but where keen competition exists, those who properly manage their help hold a much stronger position during all the business storms of their career than do those who neglect this important branch of business management.

In this article Mr. Martin points out some very practical methods of developing the working force and making them more competent, at the same time creating in them a spirit of interest in their work which cannot fail to work out to the best interests of their employers. As the general manager is the "power over the help," so good working conditions are the "power under the help."

By H. D. Martin

General Superintendent, The I. E. Palmer Co., Middletown, Conn.

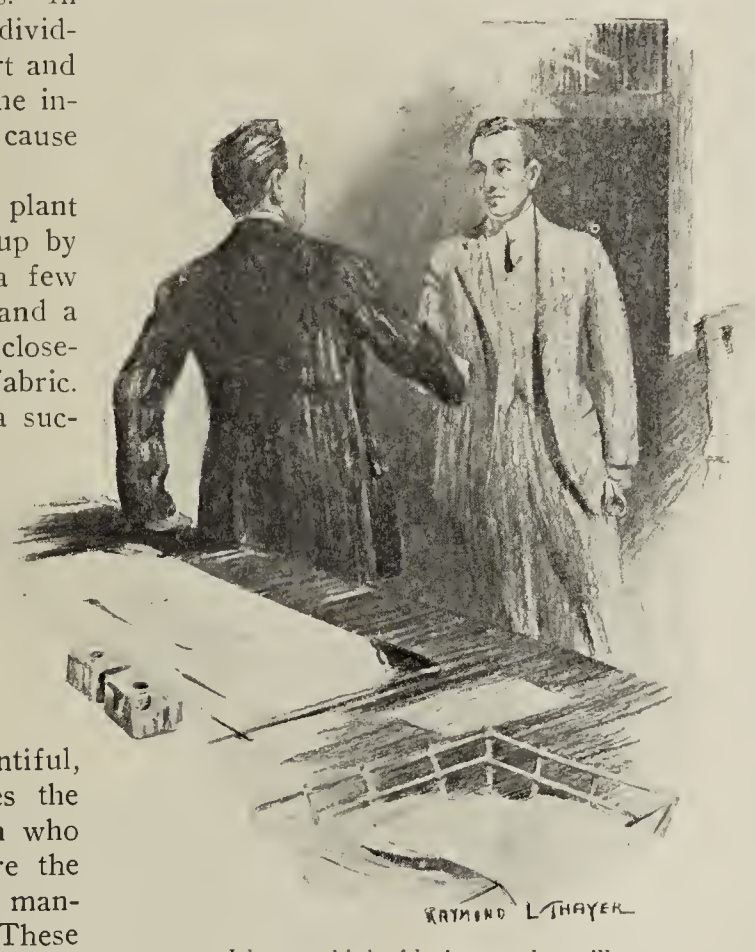
THE success of any business, large or small, depends more or less on carefully selected and well managed help. It often occurs in times of depression that even the immediate success or failure of a plant depends upon the efficiency or indifference of a few hands. In fact everything depends upon the individual as well as upon the collective effort and efficiency of the working force and the inefficiency of even a few hands may cause the failure of the plant.

On the other hand, the success of a plant when in a tight place may be kept up by the extra effort of one or more of a few loyal helpers. Therefore good help and a successful business are usually found closely knitted or woven in the same fabric. The exception is found only where a successful business enjoys a strong monopoly and makes a great deal of money.

Here the questions arise—what is it to manage help right, and how is this best accomplished? The object of this article is to answer the above two questions and anything counter to them.

At the present time help is not plentiful, and that which is available requires the most careful training. And the men who know how to manage help right are the men who are most sought for in the management of business enterprises. These men not only make the best and most successful managers, but they also make the most successful superintendents, overseers, and assistants. A plant may have skilled men as process managers, plenty of available help, nice buildings, sufficient capital, and a good market, but if there is a lack of good management of the help the success of such a corporation is usually crippled.

The golden mien of business success must be linked to two familiar words—contentment and efficiency. These two words are inseparable and it cannot be said that the help are well managed unless there is a high degree of efficiency, neither can there be a high degree of efficiency where there is discontentment among the help. Primarily



I hate to think of losing you but will help you all I can.

good help must be well housed, substantially fed, properly clothed, and earn a living wage. These four standards form the walls for the house of contentment. These are the four exterior standards. But there must be interior standards as well. The first of these is courtesy; second, expert training; third, good material with which to work; fourth, convenient and pleasant working environments. These four standards will do for the foundations upon which to rest the walls of the house of contentment. Lack of any one of these standards will injure the efficiency. The interior conditions must be right before the exterior conditions can thrive. The roof of this intricate structure is the strict attention to business by the management. Many a plant has died a premature death for want of this one virtue—a strong, attentive interest in the good management of the plant will go a long way toward creating the same material of efficiency within the scope of the help.

It is not generally known nor realized, by many managing forces, that the help are the most critical auditors they have. They will be the first to notice any lack of interest in the business on the part of their superiors. Hence the importance of keeping up an ever leading pace. Factory workers idolize a strong leader, and they will proudly follow him and stem the tides with him. The entire machinery of the governing forces and environments must be purely constructive in character. All this creates good feeling and a healthful atmosphere in which to grow a high class efficiency.

The Human Element

IT is no longer considered sufficient to merely be interested in the work alone that the help turn out. An ideal superior will take a deep interest in the person creating the work. This interest and the broadness of it will proportionately govern the efficiency of the person serving the company's best interests.

A superior who not only takes an interest in the work accomplished by his help, but who also is courteous to them, keeps the processes right, gives them good working surroundings, assists them in getting nicely located in good homes, and takes a wi 'e view of their general welfare in the

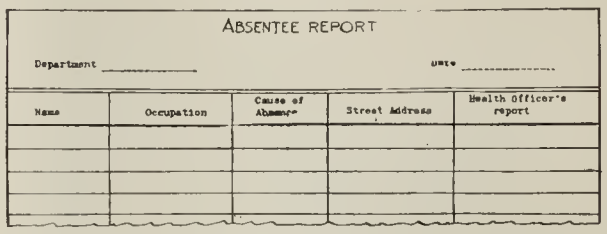
Flags of all nations decorated the room, and one of the leading bands in New England was commissioned to furnish the music.

community, will enjoy the greatest amount of success. Counter to the above fundamental layout, there are many other elements to be considered along this subject.

In a large corporation of my acquaintance the management of help includes welfare work in its broadest sense. Not the kind that terminates with the giving away of flower seeds. A corporation doctor or trained nurse is employed to care for the health of the operatives. The various departments render to the main office a complete report before nine o'clock each morning of all the help out. Each department has a complete directory of where the hands reside and the report blank is easily made out.

These reports are picked up by the corporation health officer, and he or she looks up each day every urgent case that it is possible to reach. The following morning this health officer renders a report of each person looked up. These sheets are then returned to the office and sent to each department. After being passed upon they are sent again to the office tabulated and filed away. The tabulation gives the total hands out for the year, averages per day, per week and per month, and the per cent of full time efficiency.

Some plants find it a good plan to have rest rooms, reading rooms, and restaurants which they conduct at about cost. Others go even further and are so desirious of keeping in close touch with the drift or trend of their help, that they keep on file a list of their employes by nationalities. This list shows at a glance to which nationality the help is drifting, and enables them to better facilitate a closer relationship of the things which can be reasonably done that will appeal to them most. The accompanying illustration shows a floor in one of the newly built New England factories. The company dedicated this modern mill by having a grand opening and ball. It is estimated that they spent upwards of $5,000 to make this event one of the most successful that could be had. A caterer was employed and supplied not only their own 2,500 employes with abundance of ice cream, cake, coffee and soft drinks, but also entertained the friends of their employes. Altogether there were about 6,000 people entertained in a most liberal and loyal manner at the company's expense. A decorator was employed to faithfully decorate this room in which were also placed the flags of all nations. One of the leading bands in New England was commissioned to furnish the best of music. The mill owners together with their agents and superintendents led the grand march. Neither care nor pains were spared to make this a success. There was an elaborately furnished rest room for the women; even the stairways were rugged and padded. Many prominent men from all over were also invited to be present—and the mill owners did all this because they believed that it paid.



ABSENTEE REPORT

Department _____ Date _____

Name	Occupation	Cause of Absence	Street Address	Health Officer's report

The Corporation Health Officer looks up each day every urgent case that it is possible to reach.

Character Analysis

CARRYING the help analytical system still further, some shrewd help managers study the characteristics of their help and file each hand's record or characteristics under a private key number. Not only is each hand given a number but each characteristic is given a private number or letter. It is said that this is done so as to build up the help in the kindliest manner possible, and to strengthen any weak point. The plan has its mutual advantages. It makes a hand more valuable to himself and to the firm.

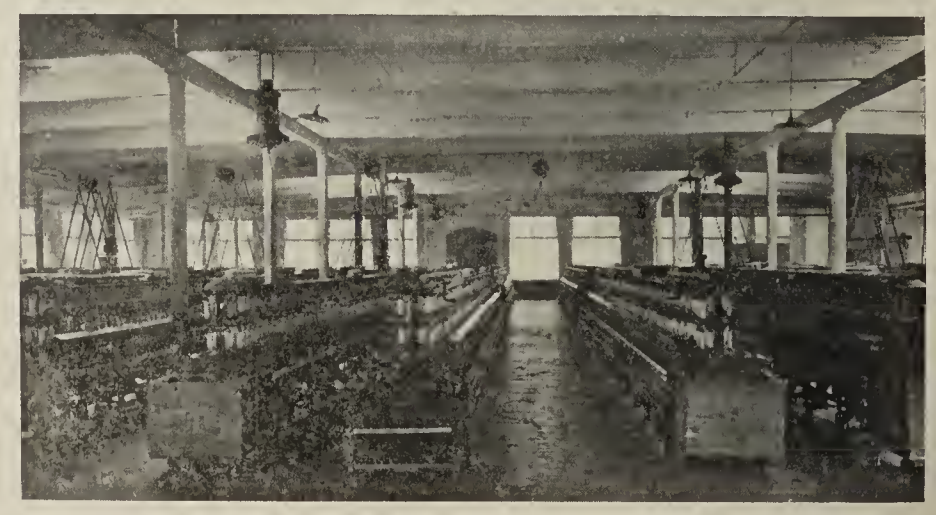
The chief characteristics sought for in any hand may be summed up under 18 headings. It is very important that each person employed have as many of these good qualities as possible. Taking them in their order the efficient employe should be (1) well, (2) strong, (3) quick, (4) neat, (5) experienced, (6) expert, (7) good natured (8) contented, (9) steady, (10) ambitious, (11) progressive, (12) faithful, (13) loyal, (14) patient, (15) want to work, (16) approachable, (17) generous, (18) religious.

A person might have had considerable experience and yet lack expertness in applying it. Same as a person can be good natured and yet not be contented in present work, or ambitious and yet not know how to progress. A hand might even have faith that the firm is sound and yet not be loyal to it. So there are really no repetitions in the list, and these lines are finely drawn for obvious reasons. There is a careful method of getting at all of these virtues. A careful manager of help in any department will study these virtues and upbuild them in every good way that he can. And the foreman who does this makes more friendly helpers of his associates than those foremen who are continually trading their helpers for new ones.

Expert Training

GOOD help is everything in *business,* and many a good man has failed because he lacked the knowledge of how to win their highest efficiency. An expert in this line has surprised himself at the hidden efficiency which can be brought out of even a dull hand by careful and patient training. And when a man has made an adherent protege, the hand feels under obligation to his benefactor and will work harder in his behalf and thereby for the interest of the firm.

Sometimes a foreman will go even further than this and besides having a good system of promotion in his own department, if chances to promote good hands do not show up often enough, he will recommend some of his own worthy hands to



Courtesy of General Electric Co.

Plenty of light, high ceilings, and everything arranged for the comfort of the help.

fill other places with outside firms as opportunities open. All these things work so well that this sort of help manager is never out of good help. It can readily be seen that a gratefully promoted person will in turn recommend help to his former employer. The thing works both ways to great mutual advantage.

The foreman who drags himself along through mortal fear that he may loose help is narrow minded. He should be of broader gauge, and have a more generous attitude about help looking out for themselves. Of course help want to grow and move up, and they will move up in spite of any drawbacks if they are good, clever workers. This is what the whole labor world is looking for, and any man who fosters ambition and encourages his help to grow, giving them a helping hand, is never a loser but a gainer thereby.

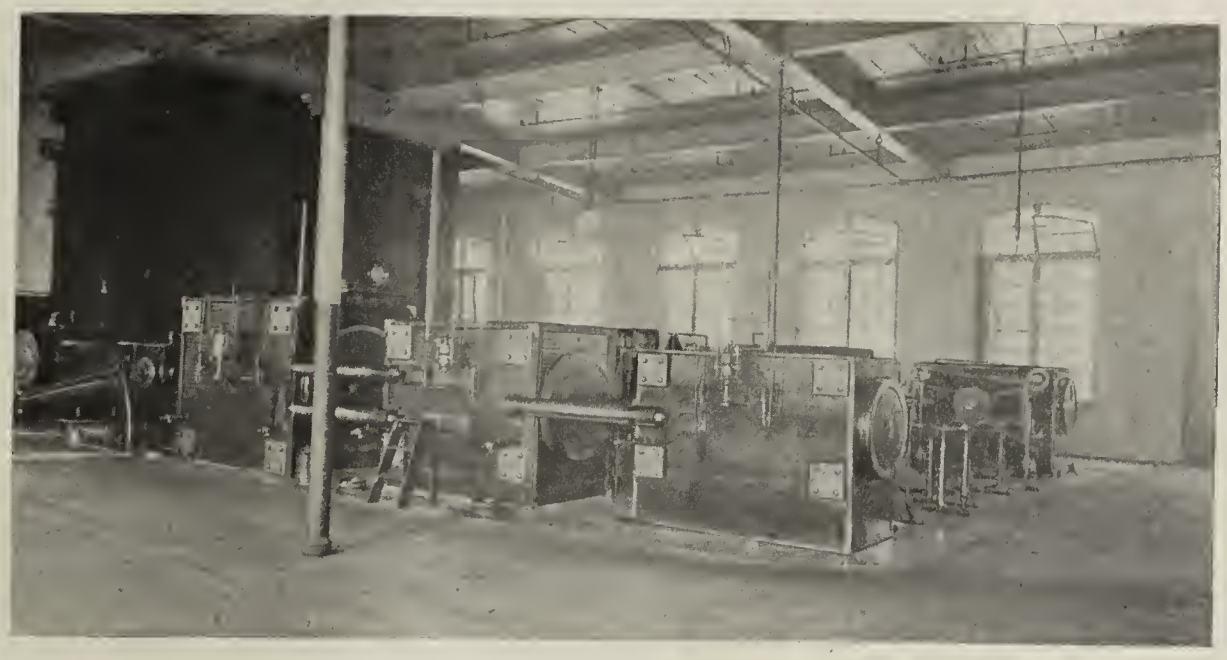
Another good thing is for a foreman to go over his payroll and make a list of those who are not getting full pay, find the reason for this and then go to them in an endeavor to show them how they can do better and make more money for themselves. This is much better than being severely critical, overbearing or tyrannical. There is also another valuable attribute and that is the faculty which a capable supervisor may have of creating interest—inspiring his help to see the interesting side of the work and making the hard work interesting.

Courteous Treatment

LASTLY it is the many other little things which count. In a factory or shop it will pay well to look after the workers' comfort. A suitable place to hang clothing; a place to put dinner pails; another place to warm them at noon time. Good air, plenty of pure cold water, conveniently arranged sink rooms and water closets, maintaining proper temperature and humidity—all these things go a long way. Flowers in the mill yard may also arrest carelessness. Keeping machines in good working order, giving them plenty of material with which to work—so that they may not "have to wait" for work.

Good oil, convenient arrangement of the incoming work to be put through their machines, and the same consideration for the out-going product of their machines—all these things count. Time is money to the men as well as to the management.

The bright overseer who knows his help well and takes a personal interest and occasionally says "Good morning," "How's your new baby?" "Is your wife better?" "I hope you will win, you are worthy of it." "I hate to think of losing you, but will help you all I can," and a thousand other kindly thoughts, gets ahead faster than one who neglects to do these things. An official of this class surrounds himself with help who stand by him and are always ready to carry the load and help forward the strongest reputation for the success of the plant.



The engine room of the Fall River Iron Works is a model of cleanliness with ideal light and enclosed fly-wheels. Men like to work in a place like this.

To illustrate some of the many methods of working this subject into practice, here are some pointers. There was a young man in one of our plants who was willing to work hard, and was anxious to rise by his good works. But he was fond of out-of-door sports. He would rush out of the mill at the noon hour, swallow his dinner almost "whole" in five minutes, and then play ball until starting time again. He complained of stomach trouble and was compelled to lose time, giving him an unsteady record. His overseer, instead of discharging him, had a heart-to-heart talk with him. He explained to him that he was in much the same "fix" himself once and had to choose between success and pleasure. He told him to take time to eat and chew his food, and rest after meals. This advice made such a strong impression upon him that the overseer won and put the young man on his feet. He followed him along, and found that at one stroke of the gong of prudence he had made him well, strong, quick, good-natured, steady and patient—also stamped success on his ambitions. The overseer who does this is a great addition to his company. Of course, it must be taken for granted that occasionally exceptions will show up. In any event it is of great advantage to study help closely, strengthening them in every possible way. They are, after all, the chief asset of the manufactory. They reflect or represent the management. They are the picture of the manager's efforts. It is through the help that all supervisors must filter their own ambitions. It is no credit for any help manager to say that he "cannot get good help," or that his help is "no good." It is his place to make them good. Many overseers who talk this way would have better help if they were better overseers. Some of the most successful manufacturers we have were discharged as "no good" by supervisors who were not large enough to bring out their hidden virtues. The handling of help in general is a wonderful work. Many a man has failed on account of discharging an "incompetent" person, so called, when he might have trained a great helper for himself and strengthened his own position thereby. It can be truly said that the most successful business men are the makers of men. Give us more men builders and we will have more builders of big business.

Keeping machines in good working order and giving men plenty of material to work with goes a long way.

THE CLEARING HOUSE

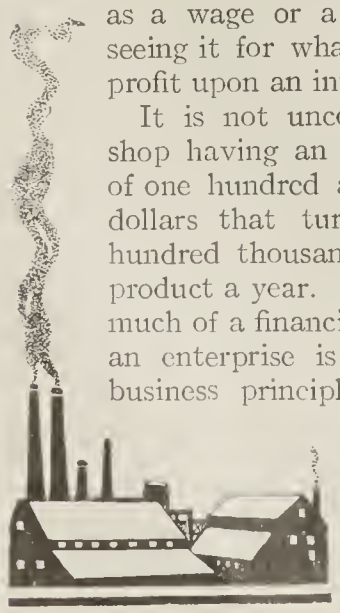
A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

FORREST CRISSEY, writing in *The Technical World,* says those who make the mistake of getting in over their depth in a business venture, generally do so because they do not know how to look for the weak spots before they tie themselves up. There are well established principles of preliminary investigation, he says, that, if understood and applied, would help to avoid many a disaster of this kind. And the rules for locating, in advance, the weak spots in a manufacturing business are much more simple than might be supposed.

Why Factories Fail

The first thing to do, when confronted with a temptation to go into a manufacturing business, either as an owner or as a responsible executive, is to get at, in a very definite and precise way, two kinds of troubles: First, those that are common to the business as a whole; second, those that are individual to the particular plant in question.

With the exception of comparatively few large plants in the machine tool business for example, the men at the head of the individual concerns have come up from the workman's bench or lathe; they are fine machinists but poor financiers. Because they have that training behind them, the emphasis of their energy and attention is placed on the producing end of their business rather than upon the selling or upon their organization or their finances. In a word, because they have spent a considerable part of their lives as workmen, they never lose the pay-envelope viewpoint; they continue to look upon their income as a wage or a salary instead of seeing it for what it really is—the profit upon an investment.



It is not uncommon to find a shop having an actual investment of one hundred and fifty thousand dollars that turns out only two hundred thousand dollars worth of product a year. It doesn't require much of a financier to see that such an enterprise is not operated on business principles and wherever this condition is found, a little digging will disclose the fact that the men at the helm are machinists instead of business men and that their minds are on the technical instead of the financial end of their enterprise.

The whole gist of this situation is that the shop owner is doing business upon too small a margin of profit. He is still standing in his old workman's shoes and still thinking about making things instead of considering the fundamental financial problems of his business like depreciation, overhead expenses, interest upon capital invested, frequency of turn-over, and all the other things that come *first* to the thought of the capitalist whose training has been at the money-till instead of at the workman's bench.

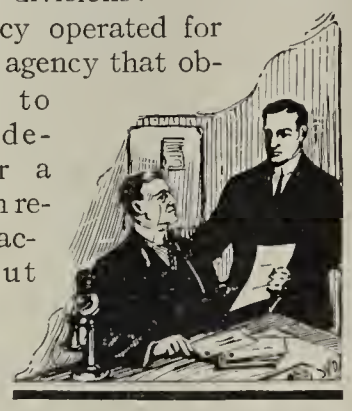
About the best advice that can be given to a young manufacturer—or an old one, for that matter—is: Never lose sight of the Ultimate Consumer; keep close to him at every stage of the game; meet his needs, whims and demands; follow your goods into his hands and study the reception and use that they meet with there; let him be your guide and critic; please him and the jobbers, the wholesalers, the retailers and every kind and stripe of middleman will have to buy your goods. The tendency of the manufacturer is to feel that the wholesaler or the middleman to whom he sells his product is the foundation of wisdom on that score. He ought to be—but in hundreds of cases he isn't. The only safe way is for the manufacturer to get his education at first hand from those who use his product—and to educate the users of his product as to its special merits. If he can do this he is on the high road to success.

IT HAS been my experience that the "burned" credit man does not always dread the fire, says E. N. Stone in *The Keystone,* but in many instances grants credit again to a debtor who has previously made an apparent fraudulent failure with the idea that he will be able to sell sufficient goods to reimburse him for the last loss; the usual result is that he gets burned the second time.

Value of Credit Co-operation

Many a debtor will meet his larger obligations more or less promptly, but neglect his smaller ones, which to my mind shows poor business acumen, and in many instances is a forerunner of difficulty.

There are many ways for a credit man to obtain information in regard to concerns asking for credit and the various agencies or organizations may be classified into three general divisions:



First, the agency operated for profit, second, the agency that obtains subscribers to their collection department and for a nominal fee furnish reports that give practically nothing but local information; third, the purely co-operative organization created for the benefit of its members, not operated for profit but for the purpose of dissembling information among its members so that each and every one may have the benefit of the experience of the other.

Members of an organization are very liable to lose sight of the co-operative features and think that the organization should be treated the same as a profit producing concern, which idea is necessarily very detrimental to their own interests. Every member of a co-operative organization must, when joining the organization, make up his mind to give something, as well as to receive benefits derived therefrom. It is only by the most hearty and unselfish co-operation that a successful institution can be built up. Petty jealousies should not and must not enter into the organization. It must be managed absolutely without prejudice and bias toward any member. No member should receive, or expect to receive, any benefits which any other member does not receive; neither should any member believe it possible to obtain greater benefits through this source at a less cost than through any other.

There is a certain impracticability about a local organization in any trade, as its field is narrow and the information obtained is confined to a limited radius. The average business concern today deals with many creditors and purchases from many different places, and as the tendency of every debtor is to pay his local creditors first, local information is more or less colored, and is not a true index to the manner in which the debtor is paying his bills. Therefore, only through a national co-operative organization, taking in practically all dealers of a certain trade, and those kindred thereto, is it possible to obtain proper benefit. (Continued on Page 188.)

MEN IN THE HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

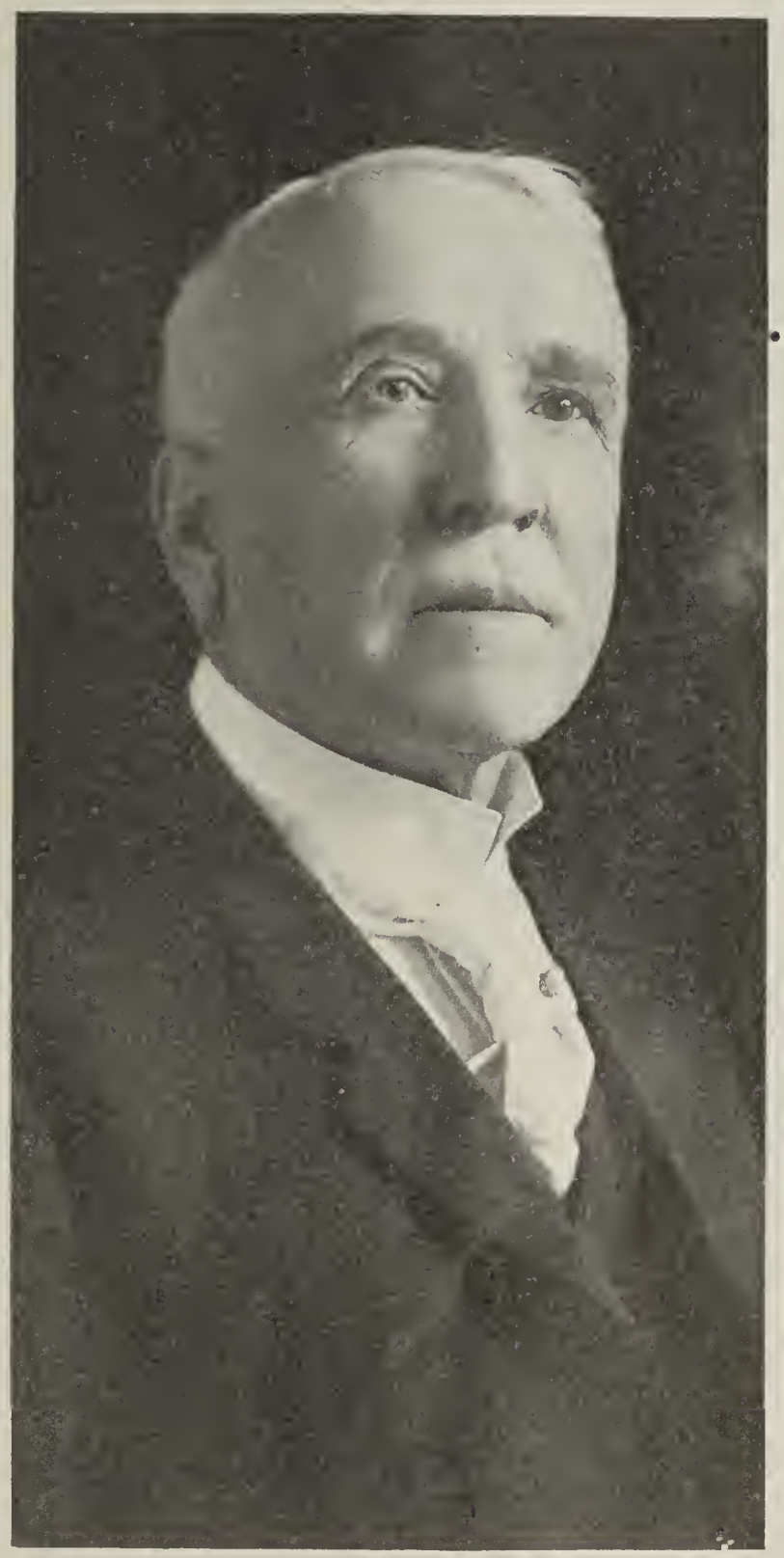
His Face a Benediction

WITHIN the group of distinguished citizens in every large center of population, there are always to be found a number of men whose names are worth placing on the business roll of honor.—Men who have done things—men who have made their city famous. There are also a few of outstanding intellect who easily take the lead even among this group of distinguished citizens, and to this aristocracy of the distinguished men of the City of Detroit, no man has a better right than Cyrenius Adelbert Newcomb, founder of the well-known firm of Newcomb-Endicott Company.

A stranger in the city, a short time ago, on seeing Mr. Newcomb for the first time, and without any knowledge as to his identity, said to an acquaintance, "There's a face that is a Benediction." Very truly indeed he spoke, for his clear blue eye—his kindly face—his courteous "good morning"—his intelligent interest in the welfare of his employes—his urgent belief in, and constant practice of the broadest humanitarian principles, have won for him the highest respect and admiration of all who know him.

The lineage of the Newcomb family is of ancient and distinguished order, authentic records tracing the genealogy in England to the 12th century, and indicating a strain of the blood of the Cymri, or Ancient Briton, with a lineage far back of the 12th century. In this country the first representative was Captain Andrew Newcomb, who resided in Boston in 1663. Other members of the family were to be found in the ministerial, educational and editorial professions, as well as the guild of authors, travelers and scientists. With this knowledge of his progenitors, one can readily analyze the why and the wherefore of Cyrenius A. Newcomb, the subject of the present sketch, who was born in 1837 at Cortland, New York.

Mr. Newcomb's early education was along the higher academic lines, and behind this was the benignant influences of a home of distinctive culture and refinement. His business career began in Hannibal, New York, but at 20 years of age he went to Taunton, Mass., where he assumed a clerical position in the dry goods establishment of N. H. Skinner & Co., in whose employ he continued for 9 years, at the expiration of which time he was admitted to partnership in the business. Two years later, however, he withdrew from the firm for the purpose of trying his fortune in the more progressive west. In 1868 Mr. Newcomb established his home in Detroit, with whose civic and business activities he was destined to become most prominently identified. With the late Charles Endicott he purchased the dry goods business of Jas. W. Farrell, assuming the title of Newcomb & Endicott. The next morning he was seen in one of the windows, with Mr. Endicott in the other, each with a silver dollar in his hand scraping off the paint that had been spattered on the glass by a careless decorator, and getting ready for the first of their long series of attractive window displays.



CYRENIUS A. NEWCOMB

For one year after the purchase of this business, the firm remained in the original location, but they soon led the movement of business to the north on Woodward avenue, where they took possession of a large and substantial building erected specially for their use, and which has since been greatly enlarged and remodeled,—practically doubling its former capacity—to meet the ever-increasing demand for greater accommodations.

As a citizen, Mr. Newcomb has ever been loyal to the best interests of Detroit, where he has done much to further moral, civic and material advancement. His reputation in the business world is unassailable, and to him is accorded the fullest measure of popular confidence and esteem. He is a man of suave and polished manners—the product of a long line of polished ancestors. And his abiding human sympathy and broad tolerance cause him to be essentially democratic in his bearing, even as he is courtly but genial and kindly in his associations with "all sorts and conditions of men." He was one of the organizers of the First Universalist Church, in Detroit, and also made liberal contributions toward the erection of its present beautiful edifice.

Detroit may well be proud of her array of distinguished citizens, but the name of Cyrenius A. Newcomb will always be remembered in connection with the splendid success of the firm which bears his name, and the quiet domesticity of his life outside of business.

An Advocate of the "Three Rs"

ON THE firing line of the battlefields of business stands a sturdy, invincible figure, a man of super-keen foresight and lofty commercial integrity who has always stood ready to fight for the square deal in business life. He is David R. Forgan of Chicago, one of the great and enterprising bankers of the middle west.

Photo by Moffett

DAVID R. FORGAN

Like his brother James B. Forgan, also a great banker, he has carved out for himself a career that stands out in bold relief—efficient, progressive and honorable. David is younger than his brother by some ten years or more. Both are presidents of Chicago banks, James being president of the First National Bank, while David holds a similar responsibility at the National City Bank.

David began life in the humble capacity of a bank messenger in Canada, and from that modest situation he has, by sheer energy and mental alertness, stormed and blasted his way forth to better and higher positions, until he at length reached the goal of his ambitions—the preidency of a great bank in a great city.

Forgan was born in a land renowned in song and story for its wealth of bonnie lassies, melodious bag-pipes, and waving heather. In other words, Forgan is Scotch by birth, and American by Uncle Sam's consent. David possesses the bulldog tenacity and hardihood of the true Highlander. Like Carnegie, he came to the New World to make the most of himself, and his ancestral inheritance of character and physical energy were assets that stimulated him to high and worthy endeavor, and from something really small he gradually developed into something really big. The bigness was an inherent part of Forgan's nature which was bound to grow, flourish and expand—a striking proof of the old saying, "You can't keep a good man down." Big qualities will persist in sprouting and blossoming out in a large way.

One of Mr. Forgan's hobbies beside that of playing golf, and catching bass and pickerel, is delivering efficiency addresses to young men. Hardly a week passes that he is not billed to speak before a business class at the Y. M. C. A. or at a gathering of students at some commercial college. In all his talks to the young, he strives to impress upon their minds that—"enthusiastic interest in one's work is the dynamo of success. A qualification without which no one can fully succeed."

In one of his addresses he told the young men present that the best way to start and succeed in business was to start by learning thoroughly the three "R's." He intimated that he had reason to believe that present-day educators are prone to neglect more or less that elementary phase of education. He holds that the foundation of a real education, adaptable for a business career, is a sound mastery of the "three "R's," and that other knowledge of the practical sort can be gained in office or shop. He further ad-advises young men to develop the grip of a bulldog, and the grit to hold on after the grip has been made.

"I should advise the youngsters of sixteen to twenty years of age who are about to leave grammar school to enter business, to learn to write a simple business letter in their mother tongue, correctly spelled, grammatically correct, and direct in style," says Mr. Forgan. "I wonder often what the public schools teach the boys who cannot write a plain letter of application for a position without errors. I have often had to examine some such letters.

"I am not a pedagogue and I say to the teachers, 'Teach the children anything you like, but first of all teach them the "three R's."'

"The man who succeeds is he who always is welcoming opportunities of work until he develops that self-reliance, that clean faith in himself, and that judgment of men which makes the progressive business man. But the greatest part of individual success lies in the building up of character, and he who builds fortune at the expense of character is poor, indeed."

J. OGDEN ARMOUR

Executives Who "Have Arrived"

EVERYBODY knows of the great meat packing industry in Chicago, with ramifications of international scope. The presence of this gigantic business has augmented the greatness of the lake metropolis and has aided in making it a city which can today rightly be termed the industrial and agricultural center of America. One of the mighty and triumphant captains of industry who have contributed to the commercial majesty of Chicago is J. Ogden Armour, presiding chief executive of the well-known firm of Armour & Company. As president of a corporation employing

Comptometer

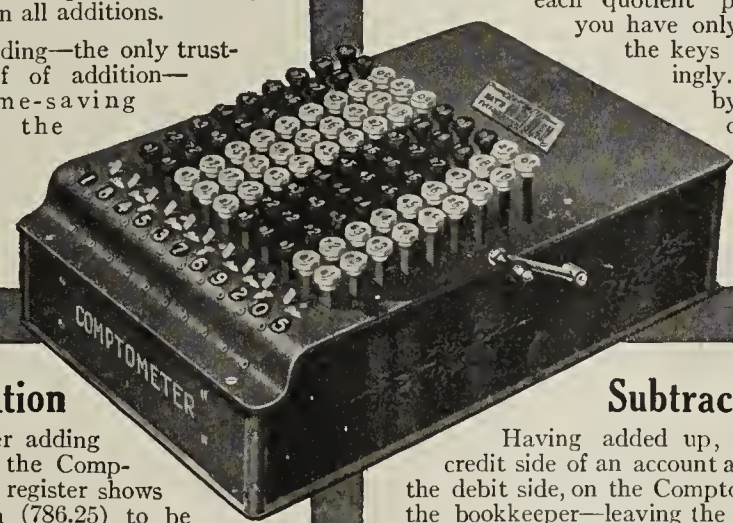
The Quality Machine—Built for Service and not to Fit a Price

Addition The key-driven type of adding machine far outranks all other types for *speed*, *ease* and *accuracy*—three qualities absolutely essential to efficiency and economy.

Of this high-speed type of adding machine the Comptometer is the *undisputed standard* of *quality*, *durability* and *efficiency* on all additions.

Proof by re-adding—the only trustworthy proof of addition—is another time-saving feature of the Comptometer.

Division For example, take a car of pig iron weighing 97,532 lbs., which you wish to reduce to long tons, as the first step in billing. Just a few strokes on the Comptometer shows the result to be 43.541 long tons. The machine shows you how many times the divisor is contained in each quotient place and you have only to press the keys accordingly. Prove by reverse operation.



Multiplication

Suppose, after adding a column on the Comptometer, the register shows 786-¼ dozen (786.25) to be billed at 9-⅞c per dozen. Without cancelling you make the extension by simply depressing the keys of the multiplier, .09875 in order from left to right. Quicker than you could write down the factors you have the answer, $77.64. Prove by reverse operation.

Subtraction

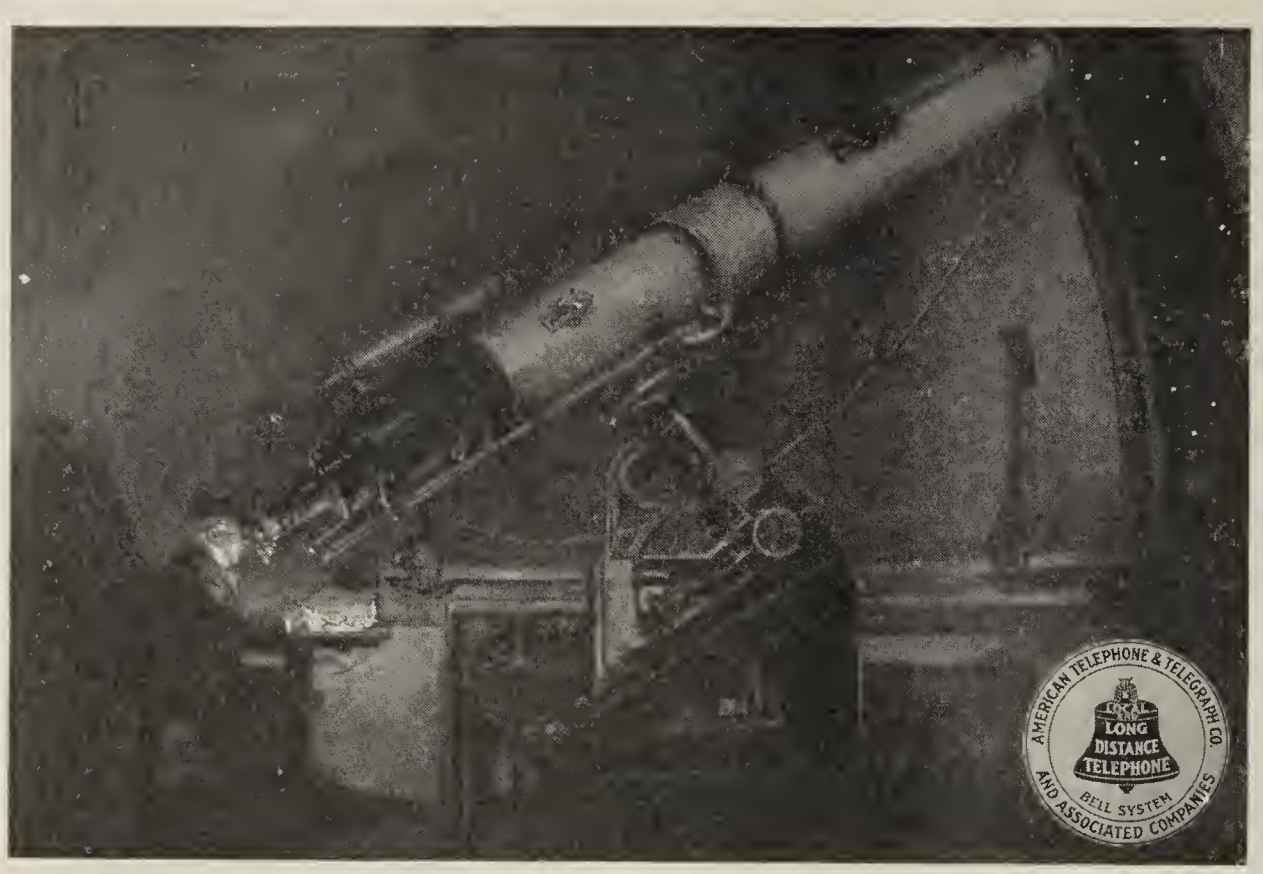
Having added up, first the credit side of an account and then the debit side, on the Comptometer, the bookkeeper—leaving the latter sum in the register—holds the first subtraction cut-off at left of amount and subtracts the credit by simply pressing the proper keys, thus arriving at the balance without any brain calculation.

Prove by adding back the sum subtracted.

Make use of our Service Department by asking for a free demonstration of the Comptometer on your figure problems.

Or write for literature with fuller information about the use of the Comptometer on any kind of work. "Do it now."

FELT & TARRANT MFG. CO., 1722 No. Paulina Street, CHICAGO, ILL.



The Telescope of Speech

The astronomer, by the power of his telescope, becomes a reporter of the movements of a hundred worlds greater than ours, and the student of celestial activities millions of miles away.

He points his instrument at any spot in the heavens, and his sight goes rushing through space to discover and inspect a star hitherto unknown.

Up to the power of his lenses, his vision sweeps the universe.

As the telescope may be focused upon any star, so the telephone may be focused upon any person within the range of its carrying power.

Your voice may be directed anywhere in the Bell System, and it will be carried across country at lightning speed, to be recognized and answered.

The telescope is for a very limited class, the astronomers. The telephone is for everyone.

At the telescope you may see, but cannot be seen. At the telephone you may speak and be spoken to, you may hear and be heard. By means of the Bell System this responsive service is extended to the whole nation

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Service*

How to Make Sales

"Our inquiries and sales are just coming in."

So writes one of our clients—and this from an inexpensive efficient series of mailing cards and follow-up letters.

Why not place before us your proposition—let us solve your selling problems. We will outline selling plans for you that really sell. Write us to-day, sending your catalog or other literature and we will submit our proposition. No obligation upon your part.

BUSINESS SALES AND SERVICE COMPANY
Box 816 Detroit, Mich.

thousands of men and women, and controlling wealth aggregating many millions, Mr. Armour is looked upon by men of affairs as one of the most enterprising and progressive directors of industry in modern business life.

He has a tremendous burden of responsibility to carry, and yet in spite of the ceaseless activity of the Armour plants he handles these responsibilities as calmly and dispassionately as if he were a simple, every-day executive earning a snug little salary. He lets no problems of business prey upon his mind and render him nervous and restless. He cooly focusses his will and intellect upon questions of policy, and with the aid of the wills and intellects of his loyal lieutenants he overcomes difficulties by combining all this information into one coherent whole, and when applied in practice, it becomes an influence of far-reaching effect. Mr. Armour is a comparatively young man. He has gathered about him a set of young executives who can be fittingly termed "live wires." Like their chief, they are thoroughly efficient men, not "near" executives, but executives who "have arrived" in their chosen work. The spirit of efficiency among them is centralized in one proposition—the perpetuation of the commercial power of Armour & Company.

J. Ogden Armour has inherited and made numerous millions of dollars, but he declares that money is neither a guaranty of worth nor of character, and is by no means that touchstone of happiness which it is generally supposed to be, particularly by those without it. He also contends that the poor man has as much chance to be happy as the rich man.

"You know money doesn't mean everything," Mr. Armour said in a recent interview. "In fact, it means very little in some cases, for the full value of it is not gained. Take the sons of some of the rich men; their money is squandered in drinking and other excesses.

"I am the son of a working man. I was brought up to work. My father tramped from the Atlantic to the Pacific coast. With a pick and a shovel he worked as a miner, and was glad to work. He had to work to live. He got $5 a day, and when he worked on the night shift he got $10.

"Sometimes a poor man is far and away better off than a rich man. I watch my men. I know the lives of many of them. That doesn't mean only the men who are close about me, but many of the men in my plant. Some with only a moderate salary are far happier than men to whom the worth of a bank means no more than a box of cigars in value to the ordinary person. Because a man has money, that does not make him any better.

"Perhaps, in a way, it would be better if

How Deep Have You Dug Into Your Varnishing Costs?

Mind, we say varnish-ING costs—not varnish costs.

The "ING" is important.

Varnish costs would simply mean the price per gallon, while varnishing costs mean that **plus** cost of labor and loss of time in handling the product through the finishing room. Sometimes it means other costs and other losses.

But the man at the head of the business—the one who pays the bills—seldom goes any deeper than the price per gallon. If that looks low enough and he's satisfied with the appearance of the finish on his product, he is content.

Yet in between lie many factors that he should dig into. These factors, if changed and corrected, might even give him a lower price per gallon and an improved finish. That sometimes happens with those we sell to.

The Berry Brothers' method of selling aims to get at **all** the factors that make up the finishing cost. It aims to help you by studying the character of finish you need, your facilities and methods of finishing, and then make such recommendations as our years of varied experience show to be best.

When we receive the necessary co-operation from the buyer, we find few cases where we cannot help him materially by an improvement in his finishing, a saving of time in handling his product, or a reduction in his cost of finishing.

Ask us to send one of our representatives **to you personally.** He will not try to sell you a bill of goods—or to convince you that our varnishes are best. He will simply seek your co-operation in allowing him to study your finishing methods—looking toward a decrease in finishing costs, reduction in time and labor of finishing, improvement in the quality of your finishing. You will be placed under no obligation by asking us to send him.

BERRY BROTHERS, DETROIT

LARGEST MANUFACTURERS OF VARNISHES, SHELLACS, AIR-DRYING AND BAKING JAPANS, STAINS, FILLERS AND DRYERS

ESTABLISHED 1858

Simplex Ink Tablets

A Proven Success

The Convenience

There is no need of keeping your supply of ink in quart bottles with the liability of their being dropped or overturned, resulting in a muss and probable loss of other supplies.

Simplex Ink Tablets go direct to the ink well. They are clean, compact and remain in tablet form 'till someone wants a fresh supply of ink: then a tablet to each ounce of ordinary drinking water will make a perfect chemical writing fluid. The chances for a muss and loss from spillage or breakage are very remote.

The Quality

of Simplex Ink is the finest. The color substances used, are the best that can be supplied by reputable manufacturers and being finally treated in our own laboratory we know positively that all ink made the Simplex Way is fresh, reliable and certain to meet your requirements by giving more than ordinary service and satisfaction.

The Colors

of Simplex Ink—Blue-Black and Red are absolutely permanent even when exposed continuously to direct sunlight. The other colors—Blue, Green and Violet are positively permanent in books, and files and give more than ordinary resistance to direct light.
Made in Blue-Black, Red, Green, Violet, Blue and Black.

The Perfect Flow

of Simplex Ink causes favorable comment among users. There is no collection of gum or corrosion of your pen to impair the elasticity and blunt the point. JUST RIGHT FOR FOUNTAIN PENS.

The Compactness

of Simplex Ink Tablets goes without argument. Imagine having in your vest pocket enough tablets to make one quart of fluid ink: in you coat pocket enough for twelve quarts; in a small hand bag enough for fifty gallons.

The Economy

in using Simplex Ink Tablets is beyond question.

The price is less, but quality is not sacrificed, as our cost of production and distribution is less. With Simplex Ink Tablets you do not have to pay for the big glass bottles, shipping cases and the transportation of much water and but little ink substance. Always delivered prepaid to your desk.

To branch offices, you can mail the quart size for a penny—the dozen for 8c—the 6 gallons for 14c, making convenient and economical distribution. Ship any time, they do not freeze.

Simplex Ink Tablets contain all the essentials for making a high-grade ink except the water. It is actual economy for you to furnish water from your own supply.

Simplex Ink Tablets (Fountain Pen Size) are the first to be really successful for Fountain Pens.

THE SIMPLEX INK CO.
Successors to THE INTERSTATE DRUG CO.
CLEVELAND, OHIO, U. S. A.

SPECIAL TRIAL COUPON

For 10 cents—enough Simplex Tablets to make six ounces fluid ink.
For $1.00 — enough Simplex Tablets to make three quarts fluid ink.
For 25 cents—Three (10c) packages Fountain Pen Tablets. Select your colors.
ATTACH THIS COUPON B-33

We Want Representatives Everywhere

Be first to introduce Simplex Ink Tablets and secure permanent customers.
Jobbers, retailer, office equipment or typewriter supply men and agents will find our proposition interesting. Write us at once, giving your line of business and field covered.

all men were equal in wealth; still if that Utopian condition were brought about, there would be some in the world who would corral the dollars of the others, and we would in due time come back to present-day conditions.

"But, let me tell you something right here. I have no really rich men working for me. When a man takes a position and is rich enough not to be dependent on the salary which comes from that position, he has reached a stage when he is not worth a continental.

"Now, this is generally speaking. Of course, there are exceptions to all rules. I don't care to have a rich man's son in my employ unless the boy is there for work. In my plant all of the head men have risen from the ranks. There is not an office boy in my employ at the present day who cannot rise to a position such as mine. The office boys are picked most carefully. I confer more with the man who is in charge of the selection of office boys than perhaps any other man. Sometimes it is a task to get good, clean, industrious little chaps who will work for $4 and $5 a week, but we get them. There is always that hope and that incentive that careful, conscientious work will merit promotion. We never go outside looking for a man; we advance those we have. Take T. J. Connors. He started with our firm thirty years ago as a clerk, with a salary of about $75 a month. Now he is one of our head executives."

Mr. Armour is thoroughly democratic in his bearing with men both within and without his plant. There is no trace of domineering pomp or exclusiveness about this young captain of industry. He meets men face to face—men rich or poor. It matters naught. As long as a man is a man Armour is glad to meet and converse with him where legitimate business of any kind is concerned. The keynote of his rules for success is work, steadfast work, with ever an object in view, and that object at the top of the ladder.

"Maybe, you don't think I work!" said Mr. Armour. "Why, every normal man must work—if he is worth a million, a hundred million or if he is dependent on his weekly salary. We ought all to take our places in the great organization and work of the world."

Service with a Capital "S"

By P. L. Frailey

WE have all heard about the fellow who put the base in baseball, the cuss in custard and the cat in catnip, and most of us know members of the gang who have been accenting the vice in Service.

They all belong to the same band of hot air artists, but where are the men who are gaining recruits for a final Initiative and Referendum that will put a *fourteenth meaning* in "SERVICE"; a true, bold significance that will liberate it from the dread throes of Superstition?

Believe in signs? Well, rather! I'm an ardent, if a recent convert. Henceforth I shall believe (up goes my left hand) in the whole show, from oracular smoke and alchemical dungeons, shrieks and mysticism to the modern Madame Fat in her phosphorous seances. SERVICE!—The word we all bump into 86 times a day; the slogan we see or hear or feel whether we buy safety pins or railroads, massage cream or steam shovels, cigars or eye-compelling thirty-inch hose—that poor, frayed out word of a billion tongues which has just *thirteen meanings!*

Who did it? I don't know. You cannot blame Webster and his confreres, because they were word recorders, not originators. In about the eighteenth chapter, the old Latins yelled "service," which meant that one of their war trophies was to bring in another slice of Lotus leaf a la mode. One day (yes one *early* day) a slave of that famous tutor of modern politicians, Nero, upon hearing the magic word ooze up from the host couch, thought to bring along also another cold bottle of Overholt Intensifier, whereupon the beloved Nero, highly elated with this forerunner of modern railroad porter intelligence, rose up as far as the great load of his responsibility (?) would allow and cried out ecstatically: "Rah! Rah! Rah! Hic! Hic! Hic! Henceforth, O Faithful One, shalt thou be called *'Servant,'* which will be equivalent to 'Bona Servio,' meaning 'darnfine butler!'" The coination of Service, itself, does not seem to be recorded by the historian quoted, but suffice it to say that the event could scarcely have been dissimilar to, or far removed from, the roof garden christening instanced. No, sir, you cannot blame old Noah. The meanings just happened until he had thirteen and then they stopped.

Anyhow, old man, you are not going to be so unkind as to blame your fellow man for the damage done to that one-time grand old word. It's as common as Smith or Jones

or Teddy, we must admit, and is given a department by itself in every big business, but surely you wouldn't arraign Carnegie or McNamara or Lager for the blasting.

I'm getting really interested in this thing now. Let's dig down a bit. My 1775 dictionary shows that the full-meaning synonyms for SERVICE in those orthodox days were advantage, benefit, good, utility. Until Dr. Wylie made governmental environment too warm for himself by putting the hooks to old Ben Zoate de Soda, many of the fruit canners and tomato catchupers had us believing it was to our advantage to buy their wares.

"Unequalled Service," "The House with the Best Service," "Service Unparalleled," —you have seen them all and countless others used by firms whose clerks tilted noses and whose proprietors considered theft from the legal standpoint only.

Our little beggar word was good to begin with—very good. And being so, it has been imposed upon by folks given to superlatives in everything but honesty. A new firm wants to convince us in a breath that they have a corner on God's bounty of peanut butter, lawn mowers or sunflowers. They want to paralyze us with the magnitude of the favor done us by their having located in the United States instead of darkest Mexico, and making Heaven-high ladders of privilege for American citizens instead of for each successive revolutionist party in the acre-and-a-half referred to latterly, when the chances are they couldn't keep the pace in Mex anyhow. They would hypnotize us with a look or spellbind us with a word, but their final object is always the same, and their slogans of "advantage," "benefit" and so forth, would read far differently if the inspiration was written as well; "Unequalled Cash Register Capacity," for instance; or "The House with the Biggest Vault and Money Chutes direct from the Customer's Pocket."

You poor old rag! Surely your downward path has been paved with banana skins and slippery elm! You've been forcefully coupled for a century or more with that damnable filcher of commercial purity, *MISREPRESENTATION*. You've been compelled into woeful shapes by every forging trick known to *DECEIT*. But I see a vision! Humanity comes up before me just now in strange procession, SERVICE! The passing multitudes look up at your half-ruined pedestal and the tatters under which it is crumbling. Some, I see, fail to recognize you. Behind there are are some who smile derision. More I see who curse and throw filth at you. Why must I look! O, why! But wait! There—there, is why! See, see way back there where the sun glints on a mass of brightness? Those men are in battle array. They are straight and strong and determined in a fixed purpose. They are conquerors, friend SERVICE, men of good, men of truth, men of honesty, of conscious power. But how strange that they should stop here in front of you! They salute you. Salute *you,* SERVICE! Ah! Now I understand. That great sheeny flag they are unfurling—your name is on that flag, SERVICE. That is their motto. And the happy throng behind your great, bright army are cheering you to full splendor. Stay by it, pals, and we'll make over the old rag into the grandest ever.

THIS was the first telegraph—invented by Claude Chappe and adopted by the French government in 1794. The long arm and two short arms moved on pivots, permitting 94 different positions. These immense semaphores were mounted on towers about five miles apart and on clear days it was possible to send a short word in about half an hour. A Russian word took all the morning.

¶About this period it was the custom, in adding or subtracting, to write down all of the figures and then laboriously foot up each column mentally—a crude, slow and necessarily inaccurate method but the only one available.

¶The semaphore has been superseded by the modern telegraph (wire and wireless) and by the telephone. No one would think of using it now, but strangely enough it is still a common practice to employ in bookkeeping the faulty old method of mentally adding, subtracting, multiplying and dividing, although a marvelous calculating device is obtainable which rivals the telegraph or telephone as a time saver.

¶The value—Mr. Manufacturer or Merchant—of the Burroughs Adding Machine to *you* is this: your bookkeeper, if given the time and facilities for quickly handling figures, can dig out and analyze those hidden facts on which the success of your business rests. He can show you the relative ability of salesmen, the true cost of manufacture, which goods are selling, what your profits are and hundreds of other vital statistics.

¶Let the Burroughs man call and talk these matters over with you—he is used to business problems and can help solve yours; or send for our book—"Cost Keeping Short Cuts" for manufacturers, or "Better Day's Profits" for retailers.

Burroughs Adding Machine Co.
82 Burroughs Block, Detroit, Michigan

EUROPEAN OFFICE:
76 Cannon Street, London, E. C., England

Makers of adding and listing machines; listing and non-listing calculating machines; low-keyboard visible-printing adding machines—86 models in 492 combinations of features—$150 to $950—U. S. Prices.

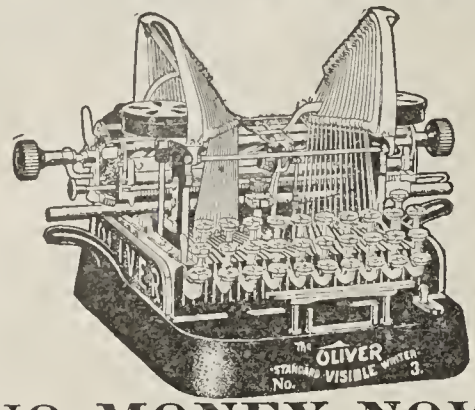
This model
Capacity $99,999.99

Price
$225 IN U S

A Correction

The excellent article on "How to Keep a Record of Mortgages and Interest Payable," which appeared in the December number under the name of H. M. Oliver, should have been presented under the name of David Merkel, a Public Accountant and Auditor at No. 36 West 22nd St., New York City.

Free Trial



NO MONEY NOW
ONLY $4.00 A MONTH
SENSATIONAL PRICE

This is the offer that has startled the typewriter world!
Typewriter salesmen and agents simply cannot comprehend how we do it. We actually sell to the user at a price very much less than the dealer paid at wholesale. Our monthly payments are exactly the same as rent.
More than 10,000 orders have been filled! We have no salesmen, no agents, no dealers.
The quality of the typewriter, the extreme low price, the small payments, the broad guarantee—these are our only arguments. The typewriter we supply on this remarkable offer is not some unknown, untried make, but the world-wide Famous Model No. 3 **Oliver.** The typewriter that everyone knows. **It is a Visible Writer,** just as perfect, just as fully equipped as though you paid the full cash price.
You get every perfection and every device that goes out with this Model. You get **all** of the extras; metal cover, base board, tools, instruction book, and the **broadest guarantee** ever given on a typewriter.
The **Oliver** is the machine with the type bars that strike downward; that has made the "write-in-sight" principle mechanically practical.
It is so simple that children learn to operate it in ten minutes, yet it is faster than the fastest expert. It possesses phenomenal strength, and will last a lifetime.
No Money Until You See It, until you actually try it in your own home or office. Then—you make your decision. There is no salesman to influence or hurry you. If you keep it you pay only $4 down. It will pay for itself thereafter. There is no interest, no chattel mortgage, no collectors, no publicity, no delay.
This is positively the best typewriter offer ever made; the best selling plan ever devised.
If you own a typewriter now we will take it in trade and make you a liberal allowance for it. If you are renting a typewriter you will want to send it back when you see this one.
Send your name and address today. We will send you a catalogue of the machine. It won't cost you anything. You will be under no obligation—and

—we promise not to send a salesman.

TYPEWRITERS DISTRIBUTING SYNDICATE
166-D4 North Michigan Blvd., Chicago.

TYPEWRITERS
FACTORY REBUILT

Do you want to save big money on a typewriter without taking chances? Get yourself one of our "Factory Rebuilts." They are machines of all standard makes reconstructed from top to bottom in our own plant, which is one of the oldest, largest, best equipped typewriter factories in the world.

YOU SAVE FROM $25 to $50

and get $100 value in original appearance, strength and service-giving quality. "Factory Rebuilt" means: A new part for every slightly defective part—a perfect readjustment and realignment—the whole renickeled and rejapanned. Our "Trade-Mark" guarantees every machine as fully as the original guarantee of a new machine.

Write for illustrated catalogue and address of nearest branch store.

American Writing Machine Co.
345 Broadway, New York

Cost Keeping in the Foundry

Some Practical Forms Made Use of by a Large Automobile Company

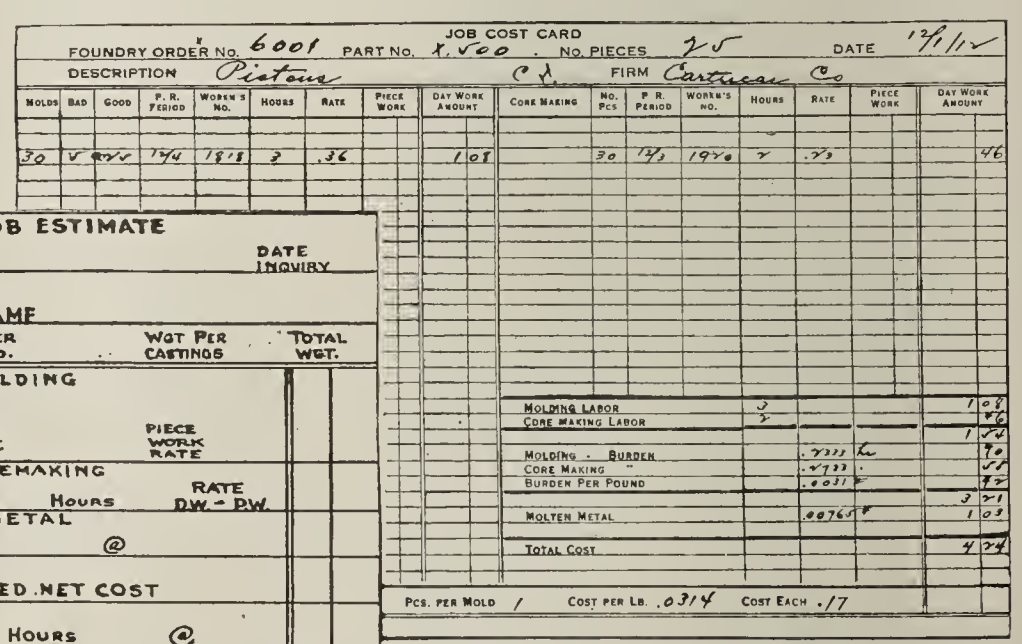
By E. A. Boyce

THE following is an outline of a cost system operating successfully in a foundry, which is one of the several plants of a large corporation and producing principally automobile castings for their own use, in connection with a jobbing business.

This system requires the services of two competent men, a Time Keeper and a Cost Clerk, and of course must have the co-operation of the Foundry Superintendent and his subordinates, but is very simple and satisfactory in its results.

Production Orders

UPON receipt of an order for castings, Production Order, (Form A) is issued in the General Production Office, copies being sent to the Foundry Superintendent, Core Room, Cost Clerk and Pattern Clerk. The Cost Clerk prepares Job Cost Card and Foundry Shipping Record (Forms D and E) and forwards his copy of the order to the Shipping Clerk, who keeps record on same of all castings shipped, and as soon as the order is completed, returns it to the Cost Clerk for filing. From the copy which is sent to the Pattern Clerk, a Pattern Record Card and a Molders' Card (Forms B and C) are filled out by the Pattern Clerk upon receipt of pattern. The Pattern Record Card, which gives complete record of the pattern, is then kept on file in the Pattern vault. The Molders' Card is attached to the pattern and delivered to the Foundry Pattern Room, while the copies for the Core Room and Foreman are detached and delivered to them in order that they may know that the pattern is in the Foundry, and may plan their work accordingly. When the pattern is put in the sand, the Molder retains his portion of the card until the required


JOB COST CARD
FOUNDRY ORDER No. 6001 PART No. X.500 NO. PIECES 25 DATE 12/1/12
DESCRIPTION Pistons C.L. FIRM Cartucan Co

Molds	Bad	Good	P. R. Period	Workm's No.	Hours	Rate	Piece Work	Day Work Amount	Core Making	No. Pcs	P. R. Period	Workm's No.	Hours	Rate	Piece Work	Day Work Amount
30	5	25/5	1/4	1818	3	.36		1 08		30	1/3	1970	2	.23		46
									Molding Labor				3			1 08
									Core Making Labor				2			46
																1 54
									Molding - Burden					.7333 hr		70
									Core Making "					.4733 "		55
									Burden Per Pound					.0031 #		77
																3 21
									Molten Metal					.00765 #		1 03
									Total Cost							4 24
									Pcs. per Mold 1		Cost per Lb. .0314			Cost Each .17		

The superintendent is able to ascertain whether he is getting the proper amount of production to meet his estimate.

number of pieces are made, and on the back of same is recorded each day the amount of good castings and discount.

Melting and Casting Records

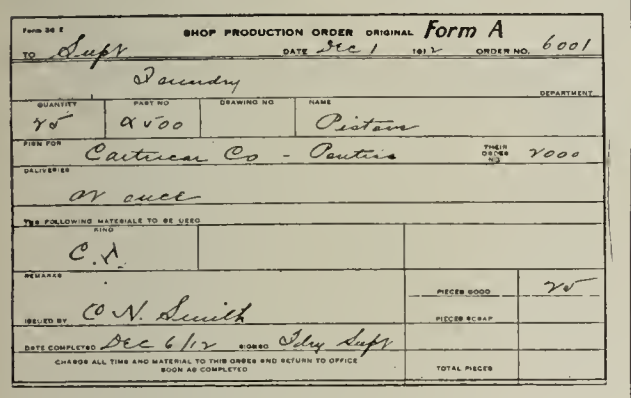
THE analysis of each car load of iron, together with other information is furnished the Foundry Superintendent on an Analysis Card, upon which space is provided for keeping record of amount used from each car (Form M). Each forenoon, the number of ladels of iron required for the day are obtained and the total heat is

Form D JOB ESTIMATE

FIRM — DATE INQUIRY
PAT No. — NAME
No. Cast'ds Wanted — No. Per Mold. — Wgt Per Castings — Total Wgt.
No. Molds Req.d. — MOLDING
Hours — Day Rate — Piece Work Rate
No. Cores Reqd — Cores per Day — COREMAKING — Hours — Rate D.W. - P.W.
METAL
Pounds @
ESTIMATED NET COST
Burden Molding. - Hours @
" BASIS WEIGHT - PDS @
" COREMAKING - Hours @
Estimated Shop Cost
Commercial Expense { Hours % @
Total Estimated Cost
Est. Cost Each — Per Pound
Price Quoted — Date 19__

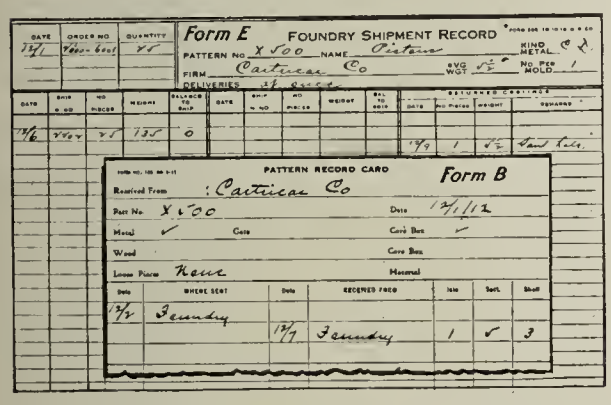
Patterns	Labor - Hrs. Rate	
	Material	
	Burden	
	Total	
Other Equipment	Labor Hrs. Rate	
	Material	
	Burden	
	Total	

estimated by the Foundry Superintendent. The actual amount of iron and other materials used during each heat is reported on the Daily Melting Report (Form I), and the total of these daily reports, for the month, gives the amount of materials used. As soon as the castings from each heat are cleaned and inspected, they are entered on the production half of this report, which



Copies of the prodnction order are sent to the foundry superintendent, core room, cost clerk and pattern clerk.

will then show complete record of each heat. The record of castings produced is obtained from the Cleaning Department Report (Form G), which is prepared each afternoon by the Time Keeper before pouring off time, and delivered to the inspector, who fills in the number and weight of the good and discount castings from each heat. This sheet is also displayed in the Foundry in order that each molder may know the amount of his discount. The sprues and remelt on hand at the end of each month are weighed and included in the deductions

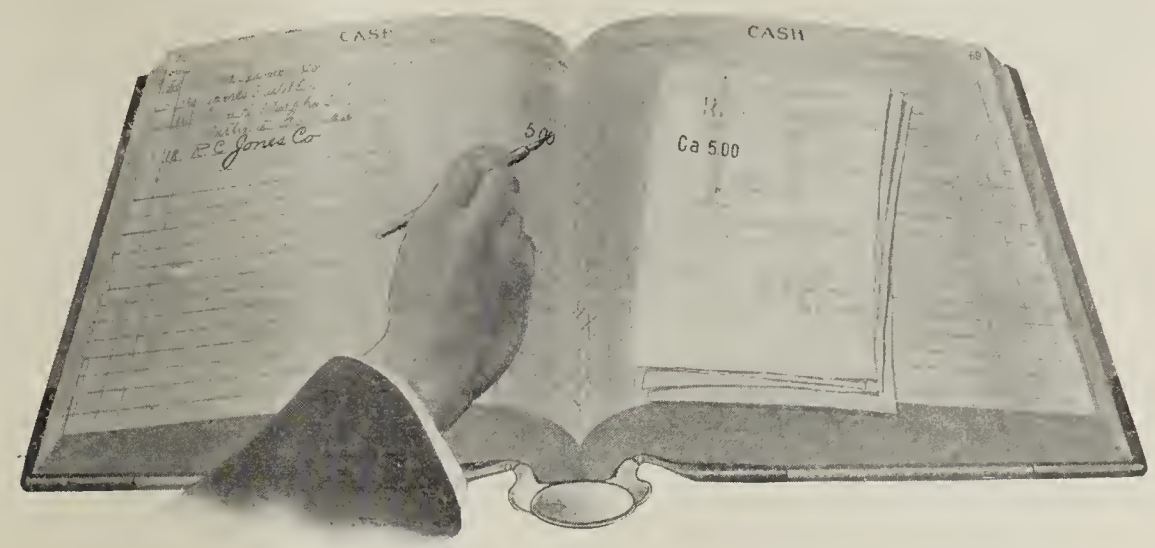


The foundry shipment record will accomodate several orders for the same castings and when an order is completed is returned to the cost clerk for filing.

for the month. These materials are figured at the average price of the materials used during the month, freight being added to the cost of iron.

Time and Material Records

TIME TICKET, (Form F), printed one side Black for day work and the reverse side Red for piece work, is filled out daily by the Time Keeper, for each employe, the number of good and bad castings being obtained from the Cleaning Department Report the following day. These tickets are



Enforces Correct Posting

Your books are as correct as your entries.

The National Office Register enforces the correct recording of every entry. The bookkeeper ***must*** post according to the ***printed*** figures upon the original order or bill as shown above, in order to make his totals balance with the totals in the register.

These totals are always up-to-date and are made by the same operation by which the figures are printed upon the order. They are classified according to the needs of your business and must be correctly recorded to satisfy all persons who handle the transaction.

This gives you personal control over your accounts, saves time for the bookkeeper and gives you certified information that shows how your business is running.

National Office Registers are built for every kind and size of business. Write for booklet telling about the system that ***compels*** the correct handling of the original entry.

The National Cash Register Company, Dayton, Ohio

My Business is _____

Please show me how I can insure that every entry is correctly posted in my books.

Name _____

Address _____

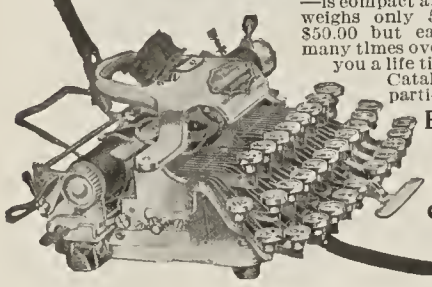
Improving waste moments with—

"THE BLICK"

WHAT the cash register is to the merchant—or the adding machine to the accountant—"the Blick" is to the commercial traveler and salesman. It enables him to turn to good advantage the time he ordinarily wastes on trains, in railroad stations and hotel lobbies. Furthermore, his clearly typewritten reports please the home office; his typewritten orders prevent shipping errors that lose money and annoy his customers; his correspondence is more business-like and readable. That is why more traveling and professional men are buying "Blicks" every day.

The only practical, portable popular-priced typewriter

The new improved Blickensderfer is the only wear-resisting, efficient, portable typewriter now on the market. It is easy to operate—typewrites perfectly—possesses features unknown to other typewriters—is compact and durable and weighs only 5 lbs. Costs $50.00 but earns its price many times over. Will serve you a life time. Write for Catalogue 6 and full particulars—NOW.



Blickensderfer Mfg. Co.,
120 N. Dearborn Street, CHICAGO, ILL

COLLECT YOUR BAD DEBTS

THERE are only two kinds of debtors—the honest debtor and the "dead beat." There is a way to effectively handle them both—*the former*, without giving offense—*the latter*, in a way that brings the most chronic bill dodger to time. Yet the plan is as simple and inexpensive as it is effective. It is built around two series of collection letters—gotten up as a result of years of study of collection problems and processes.

This Expert Collection Service for $1.00

Through long study and experience we know just what excuses debtors make—and what methods will induce them to pay what they owe. And this knowledge for which you would ordinarily pay a local attorney or collection agency in commissions many times the amount we ask—you can put to practical account for $1.00. For $1.00 we will send you ten series of letters of two different kinds for your inspection. Look them over and decide which style is better suited to the accounts you wish to collect. Hundreds of firms have collected $1,000 to $10,000 by means of these letters—Lyon & Healy, F. G. Smith Piano Co., A. J. Kasper Co., of Chicago—and many others—so surely you can bank on their judgment to the extent of $1.00 when the test may mean the collection of a bill long overdue.

Mail the Coupon

Tear it out—sign and mail now together with $1.00 in payment of the trial order. Use both series and determine which is best suited to your needs.
Whether you are wondering how to collect a number of "slow but good" accounts or whether the accounts seem practically worthless one series or the other will prod the tardy debtor into a realization of his obligation. So mail the coupon right now for the trial letters and full particulars.

The American Adjustment Co.
Room 1436 140 So. Dearborn St. Chicago

The American Adjustment Co.
Room 1436 140 So. Dearborn St., Chicago

Find herewith $1.00 for your ten full sets (4 letters each) of collection letters, to use in collecting our slow accounts.

Name.....

Address.....

.....

Form I.

DAILY MELTING REPORT

Cupola No. _____ Date Dec 1912

CHARGE	WEIGHT	TOTAL WEIGHT	Production	WEIGHT	TOTAL WEIGHT
Toledo Pig Car # 4436	11793		Good Castings	70077	
" Pig 4480	3304		" " Job	37400	
Zug Pig 78326	16082		Total Good		87477
" Pig 86679	763				62%
" Pig 311556	1706		Defective Castings	7993	
" Pig 14783	6335		" " Job	6281	
Pig			Total Defective		8274
Pig					9.8%
Total Pig		39983	Waste Iron	7859	
Foreign Scrap	7197		Sprues Returned	10322	18184
Remelt	7188		Shot "		21%
Sprues	73976				
Shot	800		Lost Metal		6124
Steel Scrap	818				7.2%
Bad Castings	5097	45076			
Total Metal		85059	Total		85059
Coke	11800				
Flux					
Wood	..		Wind Pressure		
Total Fuel			Break Test		
			Shrinkage Test		
			Melting Ratio	10:1	

Blast on 7.30 Am
off 4 70 "
Total Time 8 50

Signed _____

The actual amount of material used during each heat is reported and the castings are entered on the production half of the sheet.

All cores for each job are placed in a core stock room adjacent to the core room, and a requisition is required from each molder as they are used. This does away with considerable core loss and enables the foreman to know where the loss is if any occurs. Each core maker fills out Core Check Slip, (Form H), which goes with cores to Oven Tender, and when they are inspected, this card is O. K.'d, and delivered to the Time Keeper, who enters the number of good cores on the time slip for each core maker.

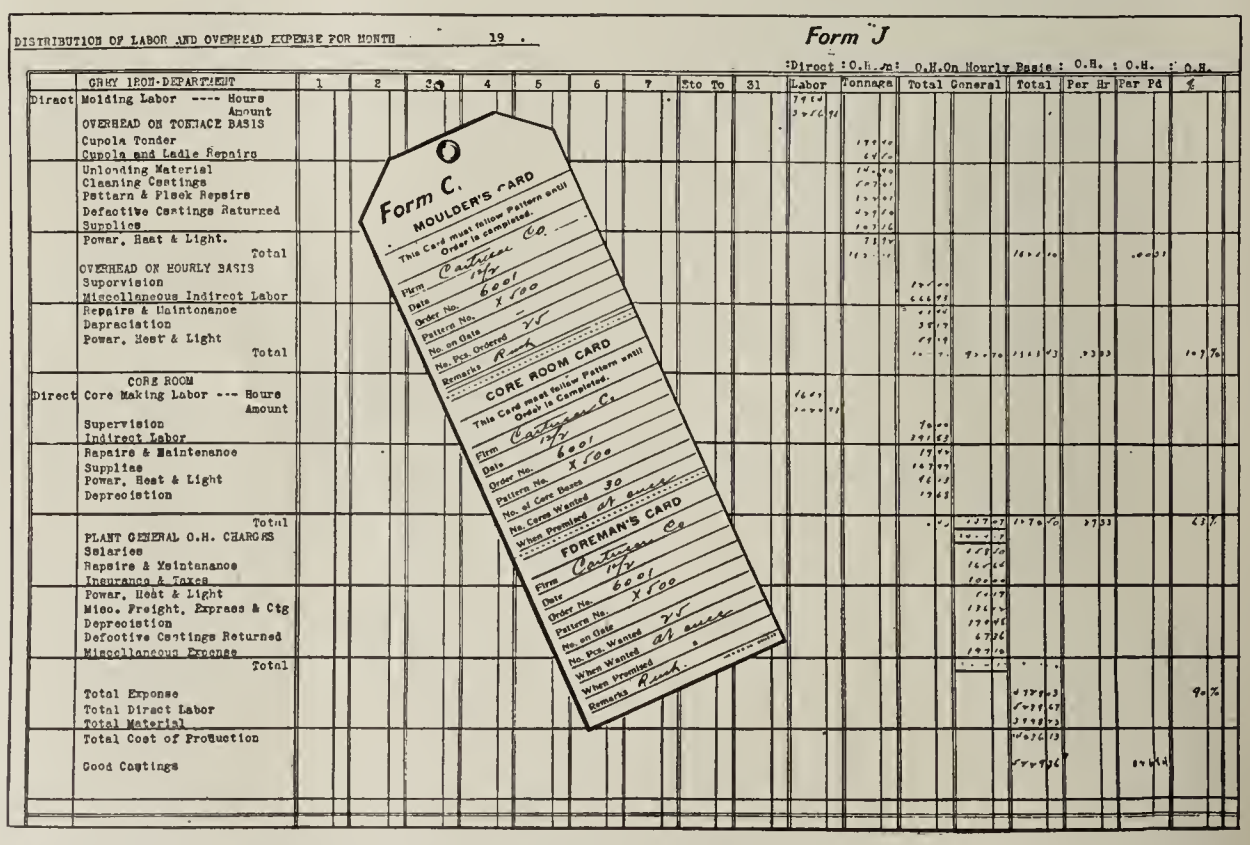
A record is also kept of all materials and supplies received and used. All supplies used each day are covered by requisitions written by the Foundry Foreman, which enables him to keep in touch with the amount being used and avoid any waste. These requisitions are collected each day by the Cost Clerk and are figured and distributed on the Distribution Sheet above referred to.

Shipping Record

NO castings are allowed to leave the Foundry until Shipping Notice, (Form L), is filled out by the Shipping Clerk in triplicate. The original copy is used for billing purposes, the duplicate is retained at the Foundry Office and the triplicate is sent with the goods for checking purposes. Space is provided on this form (duplicate) for receipt of castings delivered to any local concern where bill of lading is not necessary.

A record of orders received and shipped

verified with the number of hours as registered by the time clock, figured and then delivered to the Cost Clerk. The Cost Clerk enters the time against each job as shown on Job Cost Card, and distributes the labor in hours and amount daily, on Distribution Sheet (Form J). The tickets are then filed according to employe's number until the close of each pay period, at which time the tickets for each man are totaled up and the amount of wages due him readily obtained.



DISTRIBUTION OF LABOR AND OVERHEAD EXPENSE FOR MONTH 19 .

Form J

	GREY IRON-DEPARTMENT	1	2	3	4	5	6	7	8 to 30	31	Labor	Tonnage	Total	General	Total	Per Hr	Per Pd	%
											:Direct	:O.H. on	O.H. On Hourly Basis		O.H.	O.H.	O.H.	
Direct	Molding Labor ---- Hours																	
	Amount																	
	OVERHEAD ON TONNAGE BASIS																	
	Cupola Tender																	
	Cupola and Ladle Repairs																	
	Unloading Material																	
	Cleaning Castings																	
	Pattern & Flask Repairs																	
	Defective Castings Returned																	
	Supplies																	
	Power, Heat & Light.																	
	Total																	
	OVERHEAD ON HOURLY BASIS																	
	Supervision																	
	Miscellaneous Indirect Labor																	
	Repairs & Maintenance																	
	Depreciation																	
	Power, Heat & Light																	
	Total																	
	CORE ROOM																	
Direct	Core Making Labor --- Hours																	
	Amount																	
	Supervision																	
	Indirect Labor																	
	Repairs & Maintenance																	
	Supplies																	
	Power, Heat & Light																	
	Depreciation																	
	Total																	
	PLANT GENERAL O.H. CHARGES																	
	Salaries																	
	Repairs & Maintenance																	
	Insurance & Taxes																	
	Power, Heat & Light																	
	Misc. Freight, Express & Ctg																	
	Depreciation																	
	Defective Castings Returned																	
	Miscellaneous Expense																	
	Total																	
	Total Expense																	
	Total Direct Labor																	
	Total Material																	
	Total Cost of Production																	
	Good Castings																	

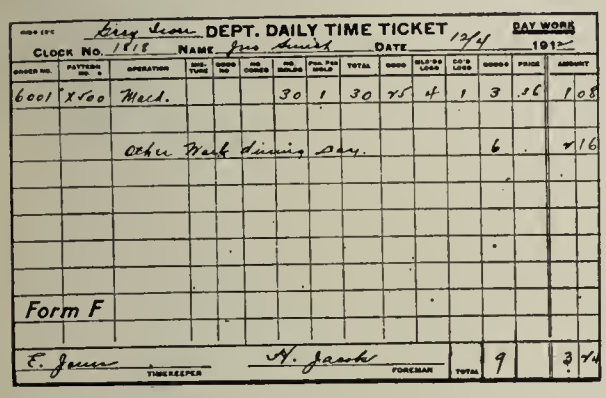
Form C.
MOULDER'S CARD
This Card must follow Pattern until Order is completed.
Firm Castings Co.
Date 1912
Order No. 6001
Pattern No. X 100
No. on Date —
No. Pcs. Ordered 75
Remarks Rush

CORE ROOM CARD
This Card must follow Pattern until Order is Completed.
Firm Castings Co.
Date 1912
Order No. 6001
Pattern No. X 100
No. of Cores Bases 90
No. Cores Wanted 45 each
When Promised
Remarks

FOREMAN'S CARD
Firm Castings Co.
Date 1912
Order No. 6001
Pattern No. X 100
No. on Date
No. Pcs. Wanted 75
When Wanted 45 each
When Promised
Remarks Rush

Overhead charges are distributed on tonnage basis and also on hourly basis, as there are some which increase or decrease with tonnage and others which are permanent.

ments made is also kept on Foundry Shipment Record Card, (Form E), which will show a record of any castings that may be returned and the reason for their return. This form will accommodate several orders for the same castings.


Grey Iron DEPT. DAILY TIME TICKET 12/4 DAY WORK 191
CLOCK No. 1818 NAME Jno Smith DATE

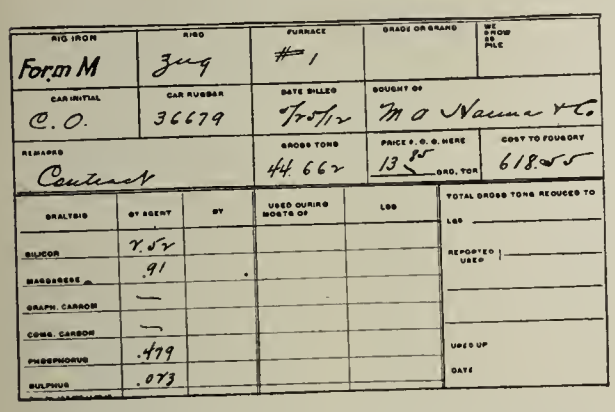
ORDER NO.	PATTERN NO.	OPERATION	DEL TIME	GOOD NO	NO. CORED	NO. MOLDS	PER MOLD	TOTAL	GOOD	MLD DO LOCK	CO'D LOCK	GOODS	PRICE	AMOUNT	
6001	X100	Mach.				30	1	30	15	4	1	3	.36	1	08
		Other Work during Day.										6		1	16
Form F															
E. Jones TIMEKEEPER						H. Jacobs FOREMAN					TOTAL	9		3	24

The reverse side of this time ticket is printed in red and used for piece work.

Summing Up Costs

THE method of obtaining the material used and the direct labor chargeable to each job having been explained, the next step toward arriving at costs is the compiling of Form J, showing the distribution of labor and overhead expense, both direct and indirect. The direct and indirect labor being obtained from the time tickets and with the supplies entered daily on this sheet by the Cost Clerk.

Overhead charges are classified on Tonnage Basis and also on Hourly Basis, inasmuch as there are overhead charges which increase and decrease with tonnage and


PIG IRON Form M | FIRED Jug | FURNACE #1 | GRADE OR BRAND | WE SHOW IN FILE
CAR INITIAL C.O. | CAR NUMBER 36679 | DATE BILLED 7/25/12 | BOUGHT OF M O Navarre & Co.
REMARKS Contract | GROSS TONS 44.662 | PRICE F. O. B. HERE 13.85 GRD. TON | COST TO FOUNDRY 618.85

ANALYSIS	BY AGENT	BY	USED DURING MONTH OF	LOS	TOTAL GROSS TONS REDUCED TO
SILICON	2.52				LOS
MANGANESE	.91				REPORTED USED
GRAPH. CARBON	—				
COMB. CARBON	—				
PHOSPHORUS	.479				USED UP
SULPHUR	.073				DATE

The analysis of each car load of iron is furnished to the superintendent together with the amount used from each car.

others which are permanent charges regardless of the amount of tonnage produced.

The first five items of overhead are made up of indirect labor and with defective casting supplies, Power, Heat and Light, constitute the amount each month to be prorated over the total pounds of good castings produced, giving an overhead charge per pound. The charges under "Overhead on Hourly Basis" do not fluctuate with the amount of tonnage and the total of these charges for the month, divided by the number of direct labor hours in the grey iron department, will give the molding overhead rate per hour or as shown on Distribution Sheet.

The following illustration shows a comparison of this method as against the percentage basis.

Direct Labor 10 men, 1 day, 100 hrs.
Average rate .30 per hr. $30.00
Overhead .30 per hr. 30.00—100%

Time charged to a job that day—
Molder 4 hrs. @ .36 1.44
Helper 4 hrs. @ .20 .80
2.24
Overhead ..... 8 hrs. @ .30 2.40
Overhead 100% 2.24
Difference..... .16

This job would bear .16 more overhead on hourly basis than on percentage basis, inasmuch as it was actually in work 8 hours and should consume a portion of the overhead for each hour it is in work. A molder at .25 per hour might produce as much work as a molder at .35 per hour, in which case there would be quite a variation between the amount of overhead charged to the job on the percentage basis, than on the hourly basis, although the molders might work an equal number of hours on the job. In a case of piece work, it is more accurate to apply the overhead to a job on the ton-

$5,000 SAVED in 10 MONTHS

A LETTER from the treasurer of the Mark Cross Company, New York, tells how the Multigraph saved $5,000 on printing, in ten months, and has been worth $25,000 in profits, time-saving, convenience and service. Here are his own words:

"In ten months it has recorded over one million impressions. At this writing it is in use for printing over one hundred radically different forms, ranging from Circular Letters and Order Blanks to Daily Ledger Proofs and Delivery Tags.

"Conservatively speaking the Multigraph has saved us at least $5,000 in printing bills—this in spite of the fact that we are printing many more forms. These new forms have been made possible by the Multigraph.

"It would be difficult to compute the amount of business the Multigraph has brought us. One instance may suffice: Last spring we notified our retail and wholesale trade that we would furnish cards of introduction to our retail establishment in London. Reports from our London establishment affirm that they never have enjoyed so much American business—some thousands of pounds sterling.

"We venture the statement that in profits (not sales), saving of time, convenience and service, the Multigraph has been worth $25,000 to us."

In relative measure, the Multigraph can do for smaller and larger users of printing what it did (and is now doing) for the Mark Cross Company.

THE AMERICAN MULTIGRAPH SALES CO.
EXECUTIVE OFFICES Cleveland
1804 East Fortieth Street
Branches in Sixty Cities
Look in your Telephone Directory
European Representatives: The International Multigraph Co., 59 Holborn Viaduct London, England
Berlin W-8 Krausenstr., 70 Ecke Friedrichstr.; Paris 24 Boulevard des Capucines

THE MULTIGRAPH
Produces real printing and form-typewriting, rapidly, economically, privately, in your own establishment

YOU can't buy a Multigraph unless you need it—but we'll gladly help you to ascertain the facts. Write today. Use the coupon.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery.* We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.
1804 E. Fortieth St., Cleveland

Printing:
- ___ Booklets
- ___ Folders
- ___ Envelope-Stuffers
- ___ House-Organ
- ___ Dealers' Imprints
- ___ Label Imprints
- ___ System-Forms
- ___ Letter-Heads
- ___ Bill-Heads and Statements
- ___ Receipts, Checks, etc.
- ___ Envelopes

Typewriting:
- ___ Circular Letters
- ___ Booklets
- ___ Envelope-Stuffers
- ___ Price-lists
- ___ Reports
- ___ Notices
- ___ Bulletins to Employees
- ___ Inside System-Forms

Have You Bookkeeping Problems?

Let the INTERNATIONAL ACCOUNTANT'S MANUAL Solve Them

HERE is a book of 384 pages of accounting and business practice gleaned from years of experience in dealing with men and methods. The text matter itself is generously illustrated with forms, plans, organization charts, etc., etc.

The great need for an authoritative and complete work of this kind that could be used as a ready reference library and at the same time a student's text book has long been felt.

So in THE INTERNATIONAL ACCOUNTANT'S MANUAL we have a book unexcelled in its simple and thorough exposition of accounting and business practice.

No expense has been spared to make this work the greatest of its kind.

The so-called obsolete methods, the red tape systems, the mass of details, the round-about methods have all been eliminated from this work. It is at once practical, exhaustive, down-to-the-minute and efficient. It is typical of the present business progression.

In its pages are explained in word and picture everything imaginable pertaining to business, bookkeeping, accounting and auditing. Such matters as corporations, stocks and bonds, card systems, loose-leaf methods, collection and credit work, insurance, real estate, etc., are treated exhaustively as they should be.

AND YOU CAN GET A COPY OF
The International Accountant's Manual
For **$3.00** Postpaid

You will wonder why you hadn't bought this book before after receiving your copy. Send for it NOW—TODAY.

The Business Man's Publishing Co.,
Detroit, Mich.

Form No. 14A M. P. Co. **Form G** CLEANING DEPARTMENT REPORT

HEAT OF Dec 4 1912

Clock No.	Moulders Name	Part No.	NAME	Shop Order No.	No. Pcs. Per Mold	No. Molds	Total Pieces	Good	CASTINGS Weight	Moulders Loss	Shop Loss	Weight	TOTAL WEIGHT
1818	J Brown	X500	Piston - Cartridge	6001	1	30	30	25	135	4	1	29	162

The cleaning department report is prepared each afternoon before pouring off time and delivered to the inspector.

nage and hourly basis, than on the percentage basis, which is illustrated as follows:

Core Maker makes 100 cores in 10 hours @ .05 each	$5.00
Core Maker makes 90 cores in 10 hours @ .05 each	4.50
Overhead on 100 cores @ 100%	5.00
Overhead on 100 cores in 10 hours @ .30 per hour	3.00
	$2.00
Overhead on 90 cores @ 100%	4.50
Overhead on 100 cores in 10 hours @ .30 per hour	3.00
	$1.50

This illustrates the advantage of figuring the overhead of the core room on the hourly basis, whereby production of piece work may increase or decrease per day, without affecting the overhead which would not be true on the percentage basis.

This sheet also illustrates the method of arriving at the overhead rate per pound and per hour for the grey iron department and core room and also the method of prorating fixed charges which cannot be traced directly to either department and which are classified as "Plant General Overhead Charges." These charges are prorated according to the number of direct labor hours in each of the above departments on the basis that the department which is producing the most work should bear the largest portion of these charges and which are added to the total expense of each department. When completed it will show all overhead rates, percentages, the total operating expenses, direct labor and the cost of production for the month.

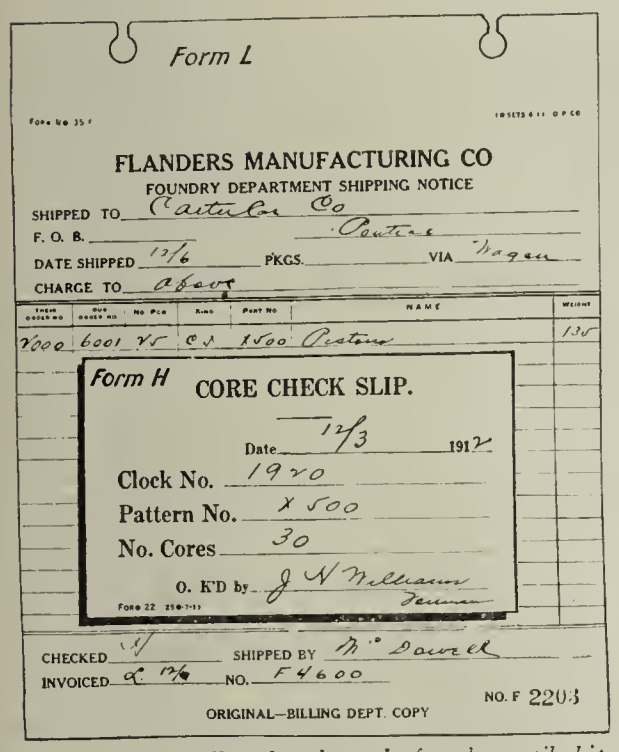
METAL COST REPORT FOR MONTH.

Material	Weight	Price	Amount	Total	
Pig Iron—Zug	319068	14.21 GT.	$2003.92		
Pig Iron—Toledo Cast	215059	14.21 GT.	1383.49		
Foreign Scrap	38800		233.24		
Home Scrap	290900		2066.84		
Steel Scrap					
Total Charge	863827		$5687.49		
Deductions					
Bad Castings	97636		693.70		11%
Sprues, etc.	193700		1373.24		22%
Melting Loss	49555				6½%
Total Deductions	340891		$2066.94		
Good Castings	522936		3620.55		60½%
Fuel—Coke 141805lb		5.35 NT.	377.68		
Molten Metal Cost			$3998.23	$3998.23	.00765 lb
Direct Molding Labor			3256.94		
Direct Core Making Labor			2022.73	5279.67	.01774 lb
Molding O. H. on Tonnage Basis			1625.10		
Molding O. H. on Hourly Basis			1863.43		
Core Making O. H. on Hourly Basis			1270.50	4759.03	
Total Cost Castings Per Pound				14036.93	.02684

Comparative Record	Sept. %	Oct. %	Nov. %	Dec. %
Average Pounds Good Castings Per Day	58½	60	64½	20000—60½
Average Pounds Bad Castings Per Day	10½	9	7	4000—11
Average Pounds Sprues, etc., Per Day	23½	24	22	7500—22
Average Pounds Metal Loss Per Day	7½	7	6½	1500— 6½
Average Pounds Metal Used Per Day	100	100	100	33000—100
Average Pounds Coke Used Per Ton Metal Melted		340 lb.	315 lb.	328 lb.
Molding Labor Per Pound	.0072	.0065	.0059	.0062
Core Making Labor Per Pound	.0041	.0040	.0033	.0037
Molding Overhead Per Pound	.0043	.0044	.0029	.0035
Core Making Overhead Per Pound	.0037	.0033	.0022	.0027
Molding O. H. Per Pound (Tonnage Basis)	.0044	.0036	.0029	.0031
Total Labor and Overhead Per Pound	.0237	.0218	.0172	.0192
Molten Metal Per Pound	.0081	.0078	.0069	.0076
Average Cost of Castings Per Pound	.0318	.0296	.0241	.0268

Job and Metal Cost Reports

TO obtain the cost of an order of castings, Job Cost Card, (Form D), which contains both molding and core making labor as taken from the time tickets, and the number and weight of castings made, is summed up and by adding the molten metal cost and overhead charges as shown, the total cost of the order is obtained. From the total cost of the order the cost of the castings per pound and cost each is obtained.


Form L

FLANDERS MANUFACTURING CO
FOUNDRY DEPARTMENT SHIPPING NOTICE
SHIPPED TO Castular Co
F. O. B. Pontiac
DATE SHIPPED 12/6 PKGS. VIA Wagon
CHARGE TO above

THEIR ORDER NO	OUR ORDER NO	No Pcs	Kind	Part No	NAME	WEIGHT
7000	6001	75	C S	1500	Pistons	135

Form H CORE CHECK SLIP.
Date 12/3 1912
Clock No. 1920
Pattern No. X 500
No. Cores 30
O. K'D by J H Williams Foreman

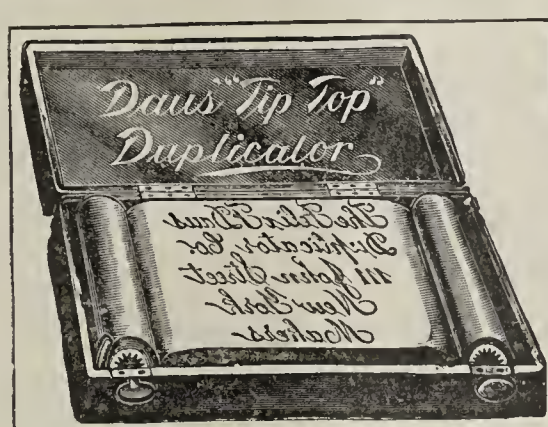
CHECKED N SHIPPED BY McDowell
INVOICED L 12/6 NO. F4600
NO. F 2203
ORIGINAL—BILLING DEPT. COPY

No castings are allowed to leave the foundry until shipping notice is filled out in triplicate.

Frequently it is necessary for the Foundry Superintendent to make an estimate of the cost of a quantity of castings and for this purpose reverse side of Job Cost Card is used. When the order for the castings is received and put in work, the Foundry Superintendent is able to follow the job by referring to this card, and ascertain whether or not he is getting the proper amount of production on the order to enable him to meet his estimate and make a profit on the job.

The overhead rates and molten metal costs for the previous months are used in making estimates and figuring costs during the current month, and the information necessary for the Metal Cost Report is obtained from Forms I and J. This report when complete will give the cost of producing iron from the cupola, total cost of castings per pound, percentage of bad castings, loss in melting, etc.

It also contains a comparative record of the percentage of good and bad castings, sprues and melting loss for the three previous months and enables the Foundry Superintendent to detect any great variations. This form also contains a comparative record of direct labor and overhead charges for comparative purposes.



NOTE THE SIMPLICITY

of making Perfect Duplicates with the

Daus Improved Tip Top Duplicator

No intricate mechanism. No printers' ink. Always ready.

100 Copies from Penwritten and 50 Copies from Typewritten Original

Useful in any business for making duplicates of circular letters, trial balances, invoices, price lists, reports, menus, manuscripts, drawings, specifications, etc.

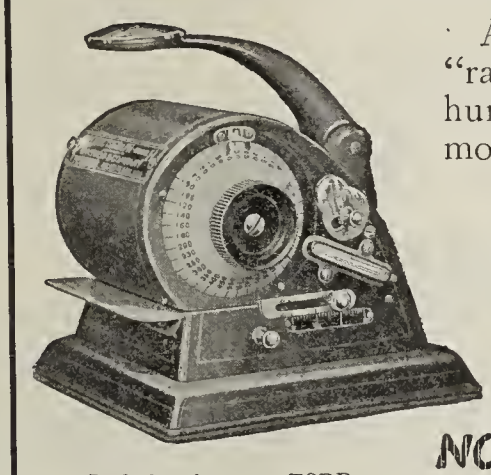
Sent on 10 Days' Trial Without Deposit

Our negative rolls now have our new "DAUSCO" OILED PARCHMENT BACK, giving additional strength and efficiency.

Complete Duplicator, cap size, Prints 8¾x13 inches. PRICE, $7.50, less 33⅓ per cent. discount..... $5.00
Circular of larger sizes upon request.

FELIX B. DAUS DUPLICATOR CO., Daus Bldg., 111 John Street, NEW YORK

A hefty problem with every business man is to keep enough money in the bank. Is there anything more important than to protect it carefully after you get it there?



Look for the name TODD on the name plate. It stands for satisfaction.

Any small check you write can easily be "raised" over your signature and cashed for hundreds or thousands of dollars of your money—unless it is carefully protected with the

Protectograph

Built by TODD

which stamps the famous "limiting line" like this, according to the amount of check—

NOT OVER THIRTY DOLLARS 30

Each letter and figure is cut into tiny shreds by the Protectograph. At the same time acid-proof ink is forced through and through each shred under heavy pressure. The ink thus becomes a part of the paper itself, and cannot be removed without destroying the signature.

There are over 150,000 Protectographs in use today—more than of all other kinds of check protectors put together. Protectograph owners include about nine-tenths of all the commercial banks, the U. S. Treasury and the Government departments, a majority of leading public institutions, and some 100,000 business houses, large and small, in all lines.

The Protectograph protects the biggest bank accounts in the world, and is the only form of protection that has never been successfully altered.

Mail this Coupon, attached to your letterhead, and let us send you some interesting "exhibits" of raised checks.

G. W. TODD & CO.

Largest Makers of Check Protectors in the World

1127 University Ave., Rochester, N. Y.

FREE

Please mail to address shown on attached letterhead, samples of "raised" checks, showing how they were "raised."

TO G. W. TODD & CO., ROCHESTER, N.Y.

Business 3 13

MONTAGUE

"Priced to suit

ALMOST every business today has a list of names—a customers' list, prospects' list, a list of regular correspondents, employees' list or miscellaneous list. Regardless of what it is, there is a better way of handling this list than the method you are now using, unless you are using the Montague method. Regardless of the size of your list —it might be 100 or 1,000,000—we have an equipment priced to suit your requirements.

You can secure Montague Addressors from our $15.00 Hand Addressor up to the largest addressing equipment manufactured. In the illustration we picture "Our Leader"—the $37.50 Montague Office Addressor and Imprinter. With this machine you can address envelopes, mailing cards, statements, shipping tags, and shipping stickers; you can imprint time-clock cards, pay envelopes, work tickets, checks, and dealers' names on advertising matter, at a speed of 1,000 to 1,500 per hour—in fact do almost anything in addressing or copying names, addresses, numbers, amounts, etc., that you are now doing by hand or typewriter. There are dozens of uses for Montague Addressors. They can be secured for almost any conceivable addressing and imprinting purposes.

ADDRESSORS and IMPRINTERS

every requirement."

All Montague Addressors print from Typewriter Type Embossed on Montague One-Piece Metal Address Plates, and from Typewriter Ribbons, Producing Typewritten Addresses.

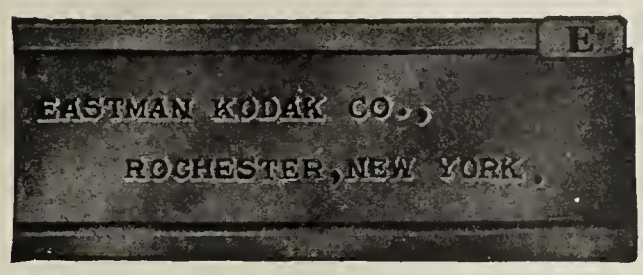
Montague Address Plates can be filed to form a perfect Metal Index of any list, by means of guide plates and the Montague Interchangeable Index Tab. These tabs can be shifted from plate to plate at will, and can be secured for alphabetical, numerical, state, monthly, or any other kind of filing. Thus filed an address plate can be readily referred to for any purpose.

Montague Plates are filed in steel filing drawers, which in turn are filed in metal cabinets where they are kept under lock and key in practically fire-proof security.

Look into your various departments, see what work is being done by hand that could be done ***better*** and ***cheaper*** with a Montague Addressor.

In your Advertising Department you can address all kinds of mail matter, and imprint prospect records, and dealers' names on advertising matter.

In your Sales Department you can address your daily correspondence to salesmen, agents, etc., and circular matter to customers. You can also list customers' and prospects' names on salesmen's report sheets and imprint customers' and prospects' records.



Montague One-Piece Metal Address Plate, capacity 5 lines of type—26 letters to the line. Montague Interchangeable Index Tab shown inserted in upper right-hand corner of plate.

In your Accounting Department you can head-up and date your statements and address the envelopes. You can head-up accounting cards, ledger sheets, fill in checks and list dividend sheets.

In your Shop you can imprint employees' names, numbers and rates on work tickets, time-clock cards, pay envelopes and pay roll checks.

In your Shipping Department you can address shipping tags, shipping stickers, etc.

If you are doing any of the above work by hand or typewriter, we shall be glad to have you write to us, stating your business and lists, and let us send you an outline of what a Montague can do for you. In this information undoubtedly will be some facts of value, and it costs you nothing—does not obligate you to purchase—but merely allows us to tell our story of the relation of the Montague Equipment to your business. May we do this?

Write us today, using the coupon below.

Montague Mailing Machinery Co.

"20 DIFFERENT STYLES OF MACHINES FOR ADDRESSING AND MAILING."

Montague Block, Chattanooga, Tenn.

Montague Mailing Machinery Company
Chattanooga, Tennessee

Gentlemen:—Without obligation to purchase, I would be pleased to have further information about a Montague Addressor for the work checked.

list of _____ names.

Name _____

Address _____

City _____ State _____

Increase the Efficiency of Your Entire Office

by Using the

Lightning Letter Opener

New Model "A2"

Operated by Electricity

This practical electric machine can be operated by any girl, and will open over *200 letters a minute without cutting an enclosure.*

One girl can do the work of six or seven, open all the mail in one department and have it distributed practically as soon as received. This quick distribution will save valuable time for both officers and clerical force, and by showing the latter the value of minutes, **puts snap into the day's work.**

The Lightning Letter Opener is extremely practical. All letters are opened ***flat;*** the enclosure cannot fall out. Take the mail just as it comes from the bag. Don't shake it down. ***The knives cannot cut a single enclosure.*** Torn or crumpled envelopes, thick or thin foreign letters are all opened just as well and at the rate of over 200 a minute.

We do not expect the Lightning Letter Opener to do its best work in your office the first day or first week. We want you to give it a thorough try-out ***at our expense;*** to compare it with any other letter opening device on the market.

Fill in the Coupon and Mail Today.

Lightning Letter Opener Co.

304 State Street, Rochester, N. Y.

Makers of the "Newest Member of the Efficiency Family."

Gentlemen,
My Electric Lighting Co. advises that the current used in my office is.....AC.....DC, (cross out one).
Voltage is.....; frequency is.....
Send on that machine for demonstration.
Write your name and address on the margin.
Tear off and send today.

This Magazine is printed with Ink made by

H. D. Roosen Company

78-84 Twentieth Street, Brooklyn, New York

SELLING GOODS *in the* FAR EAST

By John Chapman

AFTER twenty-three years on the road in foreign countries from the time I first sold English teas in South Africa I've had a lot of export sense knocked into my head by trying the wrong way first and finding out that it wouldn't work.

I suppose my Scotch blood made me keen for the little things and I know I can trace my first step upward to the night in a stuffy room in Johannesberg when it dawned on me that I'd got to find a new way to sell teas or walk home.

After I ceased blaming the men in London who'd sent me out ten years ahead of the market the cold fact of my distance from a job if I didn't make good, hit me good and hard and from then to now in the Fijis or Paris I've looked at the other man's side of things before my own.

All of which leads my folding typewriter to write of selling goods in the Philippines, China and Japan where "there ain't no ten commandments" which mention scientific and intensive salesmanship.

It's like picking out a pair of shoes—you can't tell what you want till you try 'em on. The things you saw in the window don't always walk out on your feet.

I remember squatting with three Chinese members of a big wholesale paper house in Canton.

My interpreter was evidently quite pleased with our reception and the order they gave us, but when mirth greeted a sally by the buyer I declared myself in and asked its cause.

After a round of chuckles the interpreter informed me that the nice order we received was due to my shiny bald head which aroused the buyers' combined admiration and laughter.

You never can tell just why you succeed unless you inquire. I remember showing samples of interior tints when I was selling a paint line on the side on the Fiji Island.

When I got my order I noticed that grosses appeared on certain brilliant colors where dozens would have been a better bet. They told me, however, that they knew that

these would be excellent frosting material for a certain native holiday cake, and as they were vegetable colors and "interior tints" I let it go at that and to this day the firm doesn't know my secret with the savages, and point to my efforts at Suva as the "onward march of civilization by salesmanship." (From their latest booklet.)

The hardest work I've had in selling goods in the Far East is to get the firms I've represented to realize the importance of carrying out to the letter the instructions I've underscored on orders.

No doubt it's hard for them to look across a continent or two and a couple of oceans and see things perfectly, but when I promise a Chinese buyer to include with his order a box of his own joss sticks to let him know how they stand shipment and their retail price in London, it grates to get a letter from the firm in reply that he can get them in his own city and that their "policy does not include purchases of other goods than those we manufacture or control."

I dropped one good American office equipment line just because they simply couldn't and wouldn't believe that I knew more right on the ground about some things than they did in the office.

I'd had my lesson about writing in en route and getting letters in return about "selling our products just as they list and letting the other fellow sell the 'burrs'," so I waited till I got back and I was just so blind foolish as to think that face to face they couldn't fail to see the wisdom of my side.

It boiled down simply to the fact that the firm I represented had a good domestic business and just wouldn't bother to carry out instructions. When I knew that shipments with stenciled marks went through without question and specified stencil, they brush marked and then blamed me and export trade in general when shipments were seized for infraction of customs rules.

I don't know to this day whether they fired me or I fired them, but I guess at that that I got in the first shot when I laid my letter of credit down in front of the president and hold him what I thought of a firm that would trust a man with $5,000 and wouldn't trust him when he said that a three-inch red stripe must be put around each box on a Nagasaki customer's order.

That firm's export sales point a big moral. They had perhaps a ten thousand a year export business due to the real worth We had just one agreement—I was to sell the goods and tell him how to handle the orders—he was to make the goods and ship them as I told him.

In a year we had the market in city after city where I'd sold the other line. The goods were priced alike. I don't like selling at cut prices—it takes too long to convince the buyer they're all right if the price is low. The only thing I had was a promise to deliver goods as specified or refund every cent of the purchase price.

Right here I want to say that our arrangement wasn't an ideal one for the Far East or the Far South. The salesman never should be the Credit Man or the Traffic Manager—just a help to both.

To get back to my subject. Selling goods in the Far East means attention to the little details that spell up-and-coming or down-and-out. It means pushing quality goods and standing behind them to the limit and a great big willingness to see the other man's side of it.

The English or American salesman who essays to win trade in alien lands must work out a different scheme in making prospects customers, than he does in his own country. The selling game there is largely a psychological proposition. The terse, practical way in which orders are won in America, for instance, cannot always be applied with equal success in other countries.

Reaping Rewards From Resolutions

By FRANKLIN O. KING

Do You Remember That Old Story about Robert Bruce and the Spider? Robert was Hiding in a Cave. His Enemies Had Him "In the Hole," Temporarily, So to Speak, As It Were. While Reflecting on the *Rocky Road to Royalty*, Robert, the Bruce, Espied a Spider Spinning His Web Over the Entrance to the Cavern. Nine Times Did the Spider Swing Across the Opening in a Vain Attempt to Effect a Landing, but the Tenth Time he Touched the Home Plate, and Robert, admiring the Persistence of the Insect, Cried Out Loud—"Bravo," Two or Three Times, One Right After the Other. Shortly After That Bruce Got Busy and Captured a Kingdom.

All of This Preamble is Intended to Point a Moral, which is—"If At First You Don't Succeed, Slap on More Steam, and Sand the Track." In This Connection I want to Inquire about Your New Year's Resolutions, and to Ask If You Have Kept the Faith, and If Not—Why Not? *I believe the Pathway to Prosperity is Paved with Good Resolutions. Therefore, let Us Resolve, and Keep Resolving until Victory is Perched on our Banners.* Remember, You Have Fought Many a Victorious Waterloo that the World Knows Nothing About. The Man who Gets Up every Time He Falls Down Will Some Day Cease to be a "Fall Guy." *Good Resolutions will be Rewarded with Rich Realizations*, and It Shall Follow as the Night the day.

Two Texas Gulf Coast Products

How Much Better Off are You than Last Year, or the Year Before that? Perhaps your Wages are a Little Higher, but Have not Your Expenses More than Kept Pace with That Increase? Aren't You Paying a Little More for Your Clothes and Your Meals, and don't You Smoke More Expensive Cigars and more of Them than Formerly? If it isn't Cigars, It may be Something Else—Some More Expensive Habit.

A Man Begins To Go Down Hill at Forty, and the time may come when a Younger Man—perhaps a *Cheaper Man*—will fill your job. The Man Who-Looks-Ahead will prepare himself for that time by getting a Home. My advice to You, therefore, is to Get a Home while you are able to do so—and Begin Now. I would further advise you to Get a Home in the Gulf Coast Country of Texas.

Since Investigating Conditions in the Rain Belt of Gulf Coast Texas, I have no Fear of Old Age or Poverty, because I know I can Take up a Few Acres down there and be *Absolutely Independent*. I am Firmly Convinced that with *Average Intelligence* and *Average Industry*, any Man who is now Working His Head off in the North to make a Bare Living, where they Snatch One Crop between Snowstorms and Blizzards, can soon Lay Up a Nice Bank Account in the **Winter Garden of America.** Come to the *Land of Least Resistance*, where You can Grow Three Big Money-Making Crops a Year on the Same Soil and Without a Dollar's Worth of Expense for Irrigation or Fertilization.

I believe you could save Twenty-Five Cents a Day if You Tried. I know you would Try if you Realized that our Growers of Figs, Strawberries and Early Vegetables clear a net profit of $300 to $500 an Acre. Men have Realized more than $1,000 an acre growing Oranges in our Country Remember that our Early Vegetables get to Northern Markets in Mid-Winter and Early Spring, when they command top prices.

One German Truck Grower on adjoining lands last spring realized nearly $500 from three-fourths of an acre of Strawberries. You could do as well if you only Tried, and on a Ten-Acre Tract Find Financial Freedom.

The Biggest Price paid for a car of watermelons on the Houston Market last year was $140. The car was shipped by the Danbury Fruit and Truck Growers' Association.

We are situated within convenient shipping distance of Three Good Railroads and in addition to this have the inestimable Advantages of Water Transportation through the Splendid Harbors of Galveston and Velasco, so that our Freight Rates are Cut Practically in Half. The Climate is Extremely Healthful and Superior to that of California or Florida—Winter or Summer—owing to the Constant Gulf Breeze.

Our Contract Embodies Life and Accident Insurance, and should You Die or become totally disabled, Your family, or anyone else You name, will get the Farm without the Payment of Another Penny. If you should be Dissatisfied, we will Absolutely Refund your Money, as per the Terms of our Guarantee.

Write for our Free Book, which cotains nearly 100 Photographs of Growing Crops, etc. Fill Out the Blank Space below with your Name and Address, plainly written, and mail it to the Texas-Gulf Realty Company, 1469 Peoples Gas Bldg., Chicago, Ill. Read it Carefully, then use your own Good Judgment.

Please send me your book, "Independence With Ten Acres."

The Sure Shot Binder

is the newest way to fasten paper or cloth and is also the best way. It is the only sure way of making your paper safe and secure.

This is but one of the many standard machines in the Acme line we have in stock. We will make a machine or staple for every specific use.

Write us full information stating your needs now.

ACME STAPLING MACHINE Co., Ltd.
112 NORTH NINTH ST. CAMDEN N.J.

YOUR EYES?

How are your eyes? Do they feel dry when you wake? Do they water when you are in the cold air or wind? Do they tire when you read or do close work? Is your sight perfect? Do you wear glasses?

Thousands suffer from poor sight whose eyes would be perfect if they gave them just a little attention and followed a few simple rules.

Dr. Corrish has just published a valuable treatise entitled "How to Save the Eyes." He has authorized its free distribution among those who have eye troubles. The book tells in plain language how to save the eyes and preserve the sight perfect to a ripe old age. Everybody should read it. If you want a free copy, write at once to be sure to get it while the present edition lasts. It will be sent absolutely free, postage prepaid, by THE OKOLA LABORATORY, Dept. 59-A, ROCHESTER, N. Y.

PARKER'S HAIR BALSAM
Cleanses and beautifies the hair.
Promotes a luxuriant growth.
Never Fails to Restore Gray Hair to its Youthful Color.
Prevents hair falling.
50c. and $1.00 at Druggists.

LIST of WORLD'S BEST BUSINESS-BOOKS FREE

We have just issued a list of the 100 best Business Books in the English language—all written by authorities who stake their professional and business reputation on their work—men who are respected and consulted in the **real** business world of today.

The books are listed under Accounting, Corporate Business, Insurance, Advertising and Selling, Financial, General Business, etc.

By no means all are published by us—but all are up to the standard we have set. Write for your free copy of this list of money-making and money-saving books today.

THE RONALD PRESS CO.
190 BROADWAY, NEW YORK

WAYS AND MEANS

Practical Methods for Improving Business Routine—Short Cut That Save Time and Effort, Lessen Costs and Multiply Profits

Stimulating the Silver Trade

A CHICAGO jeweler is stimulating his sterling silver sales by a novel plan, shown in the accompanying photograph of a window display. This merchant gets persons, who have miscellaneous pieces of sterling to exchange them for pieces of one pattern. Having acquired a part of the pattern, they then become eager to own the rest, and so develop into regular patrons.

In the display, the little pile of odd pieces on the left of the table, as the sign behind it explains, was brought to the dealer by a woman who thought perhaps she might exchange them for one pattern. He gave her the thirty-nine pieces of his leader pattern, which are spread out over the rest of the table. On the card at the right one reads that he will be glad to exchange pieces of one pattern for any odd piece other persons may bring in.

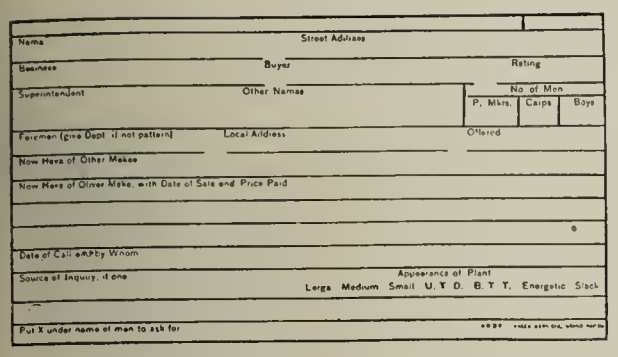
Some of the odd pieces turned in match patterns owned by persons in his vicinity, and the dealer has only to drop them a letter to effect an immediate sale; others he redeems at the assay office at bullion value.

Another silver dealer, who allows his customers 10% of an article's selling price to defray cost of engraving, has a unique method for keeping this expense down. He recommends that only the family initial and date be engraved on each piece, and quotes for his authority a saying by John Ruskin to the effect that, "An initial is meant to identify, not to ornament."

Tracing Men Who May Buy

AS AN advance guide to help the salesman land his prospect, one machinery manufacturer keeps a very practical card index of just the helpful hints which may enable his salesman to go direct to the prospect and determine the possibility of any sale. This information is picked up in a variety of ways, from salesmen who have not won out, from letters of inquiry, from retail dealers and so on. If the information at first obtained does not seem to justify a salesman's call, the sales manager can feel the ground by a letter. And if the answer is encouraging the name and address is sent out into the selling territory.

Such details as the appearance of the plant, the foreman's name and the makes of other machines installed are valuable



pointers. "Does it pay to keep up the old equipment?" is an opening wedge. And the salesman's preparatory stock of weak points in a competitor's product gives him a clue as to what points of merit should be emphasized in his own line. Without discrediting the rival product, he can bring his own arguments to bear most effectively.

How a Banker Got the Business

IT WAS late fall when a new banker came to the city of 14,000 inhabitants—just time enough for him to size up the situation before the merchants' busiest season. But the other banks supposedly had cornered the business.

He had a keen eye in foreseeing the appreciation that would be the result of unusual service, however, and the Saturday before Xmas the old-resident banks closed as usual at 1 p. m. This was his opportunity.

Shortly after 3 o'clock he called on each merchant and said,—"Friend, this is a great day for your business. You are taking in a lot of money. Our bank will be open tonight until 12 o'clock. You are welcome to deposit with us any time up to midnight, even though it be merely till Monday, and thus save yourself the great risk and inconvenience of caring for your today's receipts until your own bank again opens."

Practically every merchant worth while in that city fell for this appeal, and indeed, many of them continued to do their business with him who would render such valuable service quite unusual and so much needed.

He had snatched, as it were in a night, the business, which the other banks had worked for years to develop, and has ever since continued his policy of keeping the bank open till midnight on Saturdays and on important business days preceding holidays.

This same banker started in to attract the country deposits and business. His little city is located in a great dairy district. The business in cheese and butter therein amounts to unbelieveable sums.

He took an interest in this dairy business. He spent his holidays for a couple of years studying the cheese markets at first hand

ELLIOTT-FISHER

THE BOOKKEEPING MACHINE

Makes the bookkeeper more efficient—keeps the executive informed daily about the condition of his business

You, as a business executive, can know at any hour of any day just how your accounts stand.

You can eliminate the long delay you now have every month waiting for your bookkeepers to hunt for mistakes and get their trial balances before they can render a statement.

Abandon bookkeeping by hand. It is too slow, too inaccurate—just as long hand is too slow and tedious for writing business letters.

Elliott-Fisher, The Bookkeeping Machine, puts the same efficiency into accounting that the typewriter puts into correspondence. It gets today's work done *today* and it shows the exact condition of every account at any time.

It posts, adds, subtracts, extends the balance on each and every account after each entry, makes out statements, gives the grand totals of debits and credits posted—and automatically proves the work—all at one operation.

It posts to any standard loose-leaf ledger without removing the leaves from the binder and is just as efficient on card ledger.

All the bookkeeper has to do is to operate the machine—no mental calculations to make. If an error is made, the machine will show it. The bookkeeper works twice as fast as by hand, with less effort, and is free from the delays and worries of the old-fashioned monthly trial balance.

Elliott-Fisher, The Bookkeeping Machine, makes the office man more efficient by eliminating the fatigue and drudgery of caring for time-wasting, brain-wearing details.

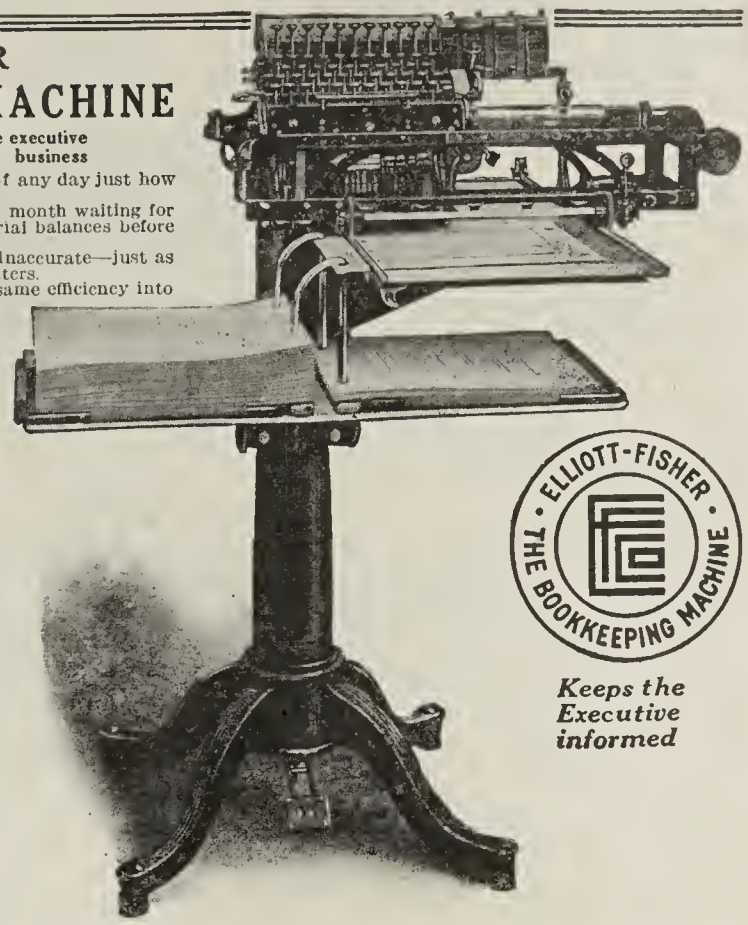
It makes the executive more efficient, because it keeps him fully and accurately informed.

The thing to do now is to hand this memo to your stenographer.

Write Elliott-Fisher Company, 35 Cedar Street, Harrisburg, Pa., today as follows: "I am interested in increasing the efficiency of my accounting department. Send me your literature that will show me how to accomplish it, also send literature as indicated, then if I want you to send a salesman I will request it.

Check here

X "How to bill and post a ledger at one operation."
X "How to write up cash book and post to ledger at one operation."
X "How to make up statement and post to ledger at one operation."
X "How to be able to take off complete trial balance any hour of any day of the month."
X "How to know what you want to know about your business at the time you want it."



Keeps the Executive informed

ELLIOTT-FISHER COMPANY, 35 Cedar Street, Harrisburg, Pa.

Read "HOW TO PERSUADE AND CONVINCE." See page 185

THE DIFFERENCE

The Barrett

Capacity 99,999,999.99

Weight 14 lbs.

Price $150

In the Barrett you have the ***ONLY*** ten (10) column handle-driven Adding Machine that weighs less than 35 lbs. Its weight (14 lbs.) makes the Barrett easily.....**Portable**

In the Barrett you have the ***ONLY*** reliable ten column Adding Machine which sells for less than $275. Its price ($150.00) makes the Barrett.....**Economical**

In the Barrett you have the ***ONLY*** ten column Adding Machine selling for less than $275 which has a capacity of.....**99,999,999.99**

In the Barrett you have the ***ONLY*** handle operated, therefore positive and reliable, Adding Machine which can be easily carried from desk to desk—room to room—always taking care of any work which can be accomplished by machines of equal capacity. It is therefore.....**Adaptable**

At once the master of the Adding Machine field because it combines ***Portability—Economy—Durability*** and ***Simplicity.***

Barrett Adding Machine Co.

Dept. C

Bulletin Bldg., Philadelphia, Pa.

Fill in, cut off and mail today

BARRETT ADDING MACHINE CO.
Bulletin Bldg., Phila., Pa.

You may send me, without any obligation whatever on my part, your new book "Condensed Efficiency", together with full details of the Barrett Easy-to-Carry Adding Machine.

Name.....Town.....

Street.....State.....

ROTOSPEED

Without An Equal at Any Price
Simple
Efficient
Accurate

SERVICE

The Rotospeed Duplicating Machine is extensively used for the production of facsimile form letters, office and factory forms, drawings, notices, descriptions, price schedules, stock forms, school forms, etc. It will print in quantity a facsimile reproduction of anything produced with pen and typewriter.

SUPERIORITY

Exclusive Features—Semi-Automatic paper feeding device, unlimited head spacing adjustment, positive ink pad, stencil attachment and impression adjustment, make the Rotospeed **simple, efficient,** and **accurate.** Anybody can operate it.

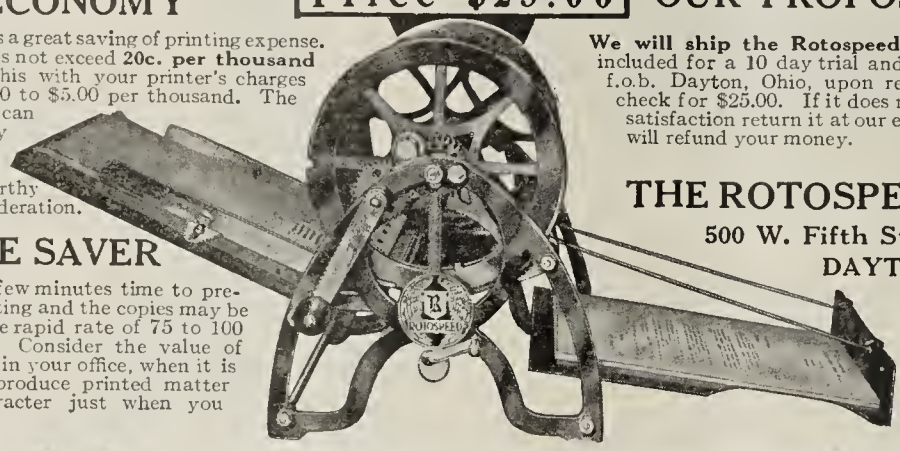
ECONOMY

Its use means a great saving of printing expense. The **cost** does not exceed **20c. per thousand**—compare this with your printer's charges of from $2.50 to $5.00 per thousand. The expense that can be saved by using the Rotospeed is a big item worthy of your consideration.

Price $25.00

OUR PROPOSITION

We will ship the Rotospeed with supplies included for a 10 day trial and examination, f.o.b. Dayton, Ohio, upon receipt of your check for $25.00. If it does not give entire satisfaction return it at our expense and we will refund your money.

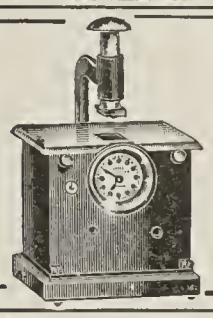


A TIME SAVER

Takes but a few minutes time to prepare for printing and the copies may be printed at the rapid rate of 75 to 100 per minute. Consider the value of this machine in your office, when it is possible to produce printed matter of this character just when you need it.

THE ROTOSPEED CO.
500 W. Fifth Street
DAYTON, OHIO

Price **$27.50** *delivered west of the Mississippi.*



Follett's New Model Time Stamp 8 Day Wind

Absolutely automatic, requires no attention and is the only POSITIVELY ACCURATE register on the market. Write for full information and for our latest catalogue.

ALSO A NEW MODEL
EMPLOYEES' MINUTE TIME RECORDING CLOCK
"JUST OUT, THE BEST EVER"
FOLLETT TIME RECORDING CO. 670 HUDSON STREET NEW YORK CITY

Write Ideas For Moving Picture Plays!

YOU CAN WRITE PHOTO PLAYS AND EARN $25.00 OR MORE WEEKLY

We Will Show You How!

If you have ideas—if you can ***think***—we will show you the secrets of this fascinating new profession. Positively no experience or literary excellence necessary. No "flowery language" is wanted.

The demand for photoplays is practically unlimited. The big film manufacturers are "moving heaven and earth" in their attempts to get enough good plots to supply the ever increasing demand. They are offering $100 and more, for single scenarios, or written ideas.

We have received many letters from the film manufacturers, such as VITAGRAPH, EDISON, ESSANAY, LUBIN, SOLAX, IMP, REX, RELIANCE, CHAMPION, COMET, MELIES, ETC., urging us to send photoplays to them. We want more writers and we'll gladly teach you the secrets of success.

We are selling photoplays written by people who "never before wrote a line for publication."

Perhaps we can do the same for you. If you can think of only one good idea every week, and will write it out as directed by us, and it sells for only $25, a low figure,

YOU WILL EARN $100 MONTHLY FOR SPARE TIME WORK

FREE *SEND YOUR NAME AND ADDRESS AT ONCE FOR FREE COPY OF OUR ILLUSTRATED BOOK, "MOVING PICTURE PLAYWRITING"*

Don't hesitate. Don't argue. Write ***now*** and learn just what this new profession may mean for you and your future.

NATIONAL AUTHORS' INSTITUTE ***R. 743-1543 Broadway NEW YORK CITY***

in Great Britain. He came back and gave the dairymen of his district freely of his information.

Today he has the account of practically every cheese and butter factory of his part of the country, and many at a distance, who even go so far as to check through other banks on the bank he represents, and which spells appreciated service for them.

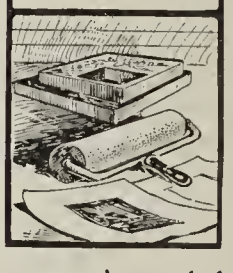
Such is the great value of service! And it is sure of reward.

An Ingenious Walking Advertisement

A RETAIL optician, whose store was located on a busy street, attracted a great deal of notice toward his business by an ingenious walking ad. A Great Dane dog with a pair of gold rimmed spectacles fixed securely upon his nose was clothed in a dark canvas blanket upon which was printed in large type—"Follow me and you'll wear good glasses after this. A. B———. Optician." A pocket in the blanket held advertising cards, above which was the inscription, "Take One."

The sight of the canine walking about in the vicinity of the store caused every passer-by to look twice at him. It was an attractive and unique way of calling public attention to the whereabouts of the optician's store, and many persons stopped to take one of the dealer's cards from Mr. Doggie's pocket.

Cutting the Cost of Cuts

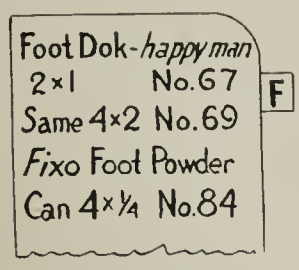


A PROLIFIC waste of money is the unnecessary duplication of electrotypes sent to magazines and journals. To avoid this a simple record of cuts sent and returned is maintained by one manufacturer who makes a variety of products all of which are frequently advertised.

Each cut, including various sizes, in this concern's stock bears a number burned into the wood. The names and sizes of all these cuts are entered in alphabetical order in a cut record book which is alphabetically indexed at the edge, leaving plenty of space under each letter for additions. The size and number of the cut and the number of the drawer in which duplicates of the cut may be found, are also gizen in this book.

Another simple card record—one card for each publication used, also for printers, when work is done outside this concern's own print shop—is maintained to avoid send-

ing duplicate cuts. This record gives only the name of the publication or printer, filed automatically, the number of the cut and the date sent. When making up an advertisement for any publication a glance at this card tells what cuts the publication has, therefore which cuts must be sent.



A numerical index which is permanently attached to this card record file gives a terse description of the cut represented by each number, so that the copy man can tell at a glance whether or not the publication or the printer has all the cuts required, even if he does not remember the cuts by their respective numbers.

To

NUMBER	DATE	NUMBER	DATE	NUMBER	DATE

This same system can also be applied to manufacturers who supply advertising copy in the form of plates and cuts to their customers—simply by adding to the card records the names of these customers. In this case it would be well, of course, to have three general divisions for the card record file—Customers, Publications, and Printers.

The greatest advantage of this simple system is that it is easily maintained—simply requiring the writing of a number and date each time a cut is sent; and the using of a number each time a cut is returned. And, when a certain kind of cut is needed, it is easy to find where one of them can be found—although the original, from which another duplicate may be made, is sure to be found under lock and key. It saves much time to be able to tell one publication, for instance, "to send out No. 200 to_____using the enclosed postage."

This manufacturer, by the installation of this system, more than cut in two his annual bill for electrotypes, and a simple record of this kind can easily be arranged for almost any business which does more or less advertising.

THE MORE detail that is attached to any particular method of handling ticklers in the collection department makes it burdensome and unsatisfactory. Simplicity should be the object in view when attempting to carry out any particular line of work and especially where time is valuable.

In its Credit Department a large corporation at one time, simply filed its follow-ups and collection correspondence in one large folder—an index covering the current month. To find a communication it was necessary to know the date on which it was written, then refer to the folder in which the correspondence was filed, and search for same, alphabetically. Occasionally the party to whom the letter was sent would reply and state, "In answer to yours of the 15th," then as all the correspondence was set up for eight days, the folder of the 23rd was examined, but when no clue was given as to date, the answer to that reply was simply delayed three or four days, until the letter automatically came up.

That old style of filing brought in its wake a plain folder with name and tab, and which was filed alphabetically. But even then a card index was necessary to bring the system up to date and make it work perfectly. The letters were marked for the date on which they were to be set up, and this date

Right after Cincinnati's big $500,000 fire which destroyed more than a dozen firms and burned out the Union Trust Gompany's "fireproof" skyscraper, this enterprising merchant had these signs made. On the one side of him can be seen a part of the ruins of the Gibson Hotel, on Walnut street. On the other side of him merchants are displaying big fire sale signs and bewailing their loss to the public. In the midst of all this the enterprise and pluck displayed by this man in advertising that he was still there and ready aroused much favorable comment and business for him.

THIS COMPLETE LOOSE LEAF RECORD OUTFIT

$2.00

An outfit will convince you that our Method **COSTS LESS AND SAVES MORE TIME** than any other; it is rapidly taking the place of Card Indexes, Bound Books, and other out-of-date systems.

Upon receipt of **$2.00** we will ship, direct from factory, the following outfit:

Our Improved Flat Opening Loose Leaf Binder — Covered with Imported Buckram, size 5¾ in. high, 8½ in. wide, 3 in. thick; filled with 400 Linen Bond Sheets and Indexed.
Four Hundred Sheets — (Your choice of 45 different forms, including 5 different Ledger Rulings), printed on a fine quality of white bond paper, size 5 in. high by 8 in. wide.
One Set of Daily Indexes—31 sheets.
One Set of Monthly Indexes—12 sheets.
One Special Heavy Index Sheet—Numbered from 1 to 31.
One Complete Set of Alphabetical Index Sheets—to fit Binder, with durable tabs printed on both sides.
Fifty Moore's Movable Metal Markers—for Indexing Records according to date.

Your choice of any of the following forms—

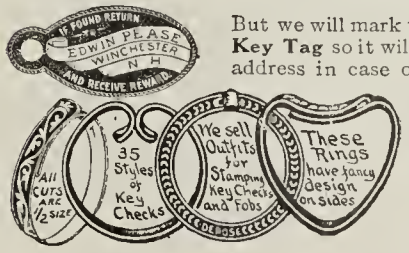
Advertising Contracts
Advertising Returns
Cash Book, 2 cols.
Cash Book, 3 cols.
Catalog Indexing
Center Ruled Ledger
Center Ruled Balance Ledger
Cost of Production
Dentists' Records
Double Double Ruled Ledger
Duplicating Order Blanks
Employes' Record
Extra Debit Ledger
Following-up Collections
Freight Claims
Horizontal Ruled Forms (5 colors)
Household Expense Records
Installment Accounts
Insurance Office Records
Insurance Solicitors' Records
Journal Sheets
Lawyers' Collection Docket
Library Indexing
Lodge or Society Records
Monthly Time Sheets
Mortgage and Loan Records
Orders Received Blanks
Petty Ledger
Plain Manila Sheets for Scrap Book
Plain R. R. Manila
Physicians' Records
Prospective Customers List
Price List Blanks
Publishers' Subscription List
Purchasing Agents' Records
Quadrille Ruled Forms
Quotations Given
Quotations Received
Real Estate Records
Recapitulation Blanks
Salesman's Follow-up
Standard Ledger
Stock on Hand
Temperature Charts
Weekly Time Sheets

OUR FREE BOOK.

"Moore's Modern Methods" contains 160 pages of valuable information on the subject of Bookkeeping and Loose Leaf Accounting; it illustrates and describes the various ruled and printed record forms which can be furnished with this outfit. We send this book **Without Charge** to any business or professional man who writes for it.

JOHN C. MOORE CORPORATION
797 STONE ST., ROCHESTER, N. Y.
(Established in 1839)
Makers of everything in the line of Blank Books, Loose Leaf Binders and Office Stationery.

YOUR KEYS CAN'T TALK



But we will mark this **German Silver Key Tag** so it will tell your name and address in case of loss, and include one of these Fancy Steel Key Rings for **25c.** delivered.

PEASE, Die Maker
Dept. A
Winchester, N. H.

"FIRST HANDS" in PREMIUMS!
All the sources of supply for quality merchandise used for premium purposes. Likewise advertising specialties and souvenirs. Free "Buyers' Information Service" to subscribers. THE NOVELTY NEWS, 219 S. Market St., Chicago; 120 big pages; illustrated; $2 a year; 20c a copy, mail or at news-stands. No free copies.

WE INVITE EVERY THIN MAN

To Try This New Scientific Flesh Building, Weight Increasing Method at Our Expense.

This is an invitation that no thin man or woman can afford to ignore. We invite you to try a new treatment called "Sargol" that helps digest the food you eat—putting good, solid flesh on people that are thin and under weight.

How can "Sargol" do this? We will tell you. This new treatment is a scientific, assimilative agent. It increases cell growth, the very substance of which our bodies are made—puts red corpuscles in blood, which every thin person so sadly needs, strengthens the nerves and puts the digestive tract in such shape that every ounce of food gives out its full amount of nourishment to the blood instead of passing through the system undigested and unassimilated.

Women who never appear stylish in anything they wear because of their thinness, men under weight or lacking in nerve force or energy have been made to enjoy the pleasures of life—been fitted to fight life's battles, as never for years, through the use of "Sargol."

If you want a beautiful and well-rounded figure of which you can be justly proud—a body full of throbbing life and energy, write the Sargol Company, 6-C Herald Building, Binghamton, N. Y., today, for 50 cent box "Sargol," absolutely free, and use with every meal.

But you say you want proof! Well, here you are. Here are the statements of those who have tried—been convinced—and will swear to the virtues of this preparation:

REV. GEORGE W. DAVIS says:
"I have made a faithful trial of the Sargol treatment and must say it has brought to me new life and vigor. I have gained twenty pounds and now weight 170 pounds, and, what is better I have gained the days of my boyhood. It has been the turning point of my life."

MRS. A. I. RODENHEISER writes:
"I have gained immensely since I took Sargol, for I only weighed about 106 pounds when I began using it and now I weigh 130 pounds, so really this makes twenty-four pounds. I feel stronger and am looking better than ever before, and now I carry rosy cheeks, which is something I could never say before."

CLAY JOHNSON says:
"Please send me another ten-day treatment. I am well pleased with Sargol. It has been the light of my life. I am getting back to my proper weight again. When I began to take Sargol I only weighed 138 pounds, and now, 4 weeks later, I am weighing 153 pounds and feeling fine."

F. GAGNON writes:
"Here is my report since taking the Sargol treatment. I am a man 67 years of age and was all run down to the very bottom. I had to quit work, I was so weak. Now, thanks to Sargol, I look like a new man. I gained 22 lbs. with 23 days' treatment. I cannot tell you how happy I feel."

MRS. VERNIE ROUSE says:
"Sargol is certainly the greatest treatment I ever used. I took only two boxes of Sargol. My weight was 120 pounds and now I weigh 140 and feel better than I have for five years. I am now as fleshy as I want to be, and shall certainly recommend Sargol, for it does just exactly what you say it will do."

Full address of any of these people if you wish.

The fame of this discovery extends throughout the world. A gold medal was awarded Sargol at Brussells in 1910. Another at home in 1911.

Dr. Cuddy, Hon. Staff Physician St. Luke's Hospital, says: "I have prescribed Sargol and am exceedingly satisfied with results. It contains all the elements for flesh forming, is of high value in most cases of malnutrition, assuring rapid recovery from wasting diseases."

The eminent Dr. Mascarenhas, Ph. D., F.C.S., says: "Sargol contains elements well calculated to increase weight. It is free from harmful or dangerous drugs."

Dr. Armant, M. D., Sc. D., reports: "Sargol is in every respect a superior preparation, safe flesh builder and vitalizer, bound to benefit those taking it."

Probably you are now thinking whether all this can be true. Stop it! "Sargol" does make thin people add flesh, but we don't ask you to take our word for it. Write us today and we will send you absolutely free a 50c package for trial. Cut off coupon below and pin to your letter.

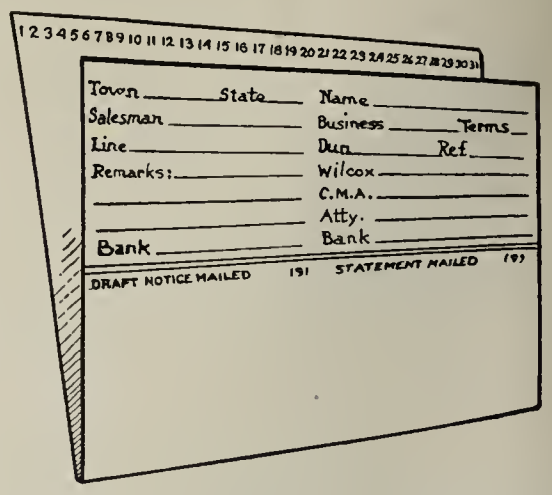
This Coupon Good for 50c Package "Sargol"
This coupon entitles any thin person to one 50c package "Sargol" (provided you have never tried it). The Sargol Company, 6-C Herald Bldg., Binghamton, N. Y.

was also noted on the card. The folder was filed alphabetically, and the card numerically. When the folder was gotten out the card was also, and if necessary both set up for new date, or, if the matter was closed, the correspondence was sent to general file.

With a desire to improve conditions the folder here illustrated was provided to last indefinitely, and to become a permanent, not a temporary, record.

It has been in use now for about a year, and has proven entirely satisfactory. Across the top are printed the numerals one to thirty-one; over the number on which date the letter is to be called up automatically, an assistant places a metal tip and the folder is filed alphabetically. There is no necessity for cross indexing and if ordinary care is exercised in filing the correspondence, it will be a rare thing for the file to be lost. Even though mis-filed, it is bound to come up sometime within thirty-one days.

An adaptation of the improved folder is also in use for plain follow-ups, and can



be applied to complaint correspondence, prospective business or any data requiring the following up within a given period.

I WAS SECOND in line at the Savings Account window. The rather aged lady ahead had placed a bundle of currency before the pleasant young clerk. He finished counting; "Three hundred seventy-five, three hundred eighty, four hundred. Now, will you read this little card and fill it in as fully as possible, please? It is just a little identification form we have for all new depositors."

She fumbled about her handbag a little unsteadily, but, after a moment or two of vain search, was interrupted by the kind voice of the clerk.

"If you have forgotten your spectacles, madam, I believe you can see through one of these three pairs quite well."

I was as surprised as the good old lady, and when my turn came I asked the clerk how it happened they were prepared for such an emergency.

"A great many of the older folks" he replied promptly, "are inconvenienced quite frequently by having forgotten their glasses. Our Secretary mentioned this fact one day to an optician friend, who suggested that nearly all eyes weakened by old age could see well through one of three kinds of lenses. That explains it, doesn't it?"

"By the way, Mr. Curtis," he continued, smiling good naturedly, "we have been expecting to see you since night before last. We hope your wife is doing well, and here," as he handed me a little, new, nickel-plated savings bank and a new savings account book, "is a little present from us for the baby, who may be glad sometime to know that it had a dollar in the bank before it was twenty-four hours' old. Not at all, Mr. Curtis. Good day, and thank *you*."

"MY NAME is Brown," said a stalwart young man entering the office and laying down a card. "I represent the A. B. C. Tool Steel Co—"

"There is nothing doing in tool steel today," answered Mr. Marx abruptly. "We are full up on all sizes."

"Well, well, I'm sorry for that," said Brown genially. "I only make this place once a year and I was almost sure of getting an order from you. Are you certain that you are not short on something?"

"There is not a single size needed that I know of," replied Mr. Marx," and even if we did need a little it wouldn't be enough to make a shipment."

"By the way, Mr. Marx," Brown said suddenly, "I have a neat little souvenir which I wish to leave with you." He reached into his pocket, pulled out a razor and laid it on the desk.

"That," said Brown, "is made by our firm out of our finest grade of steel. For advertising purposes we are giving a few of them to our best customers. It costs us $1.00 a piece to make them in quantity lots, but we believe it to be the kind of advertising that pays—"

"It looks like a good razor," remarked Mr. Marx.

"It's just as good as it looks," said Brown. "Use it the next time you shave and I venture to say that you will be so well pleased with it that you will discard the other razors you are using."

"Very well," said Mr. Marx, "I will take your word and try it—"

"Here is another handy little thing," said Brown. "It's a pocket knife made from our finest imported steel. Try that blade and see how sharp it is."

Mr. Marx examined the knife critically. "It's a nice knife," was his comment. I would like to send out something like that to my customers. Do you know what they cost in lots of 100?"

"No, but I can get the house to quote you a price," said Brown. "Do you know, Mr. Marx," he added, "I hate like the dickens to leave here without an order from you. I won't be back here again for a year. Can't you squeeze in a few sizes?"

A few minutes later Brown walked out of the office with a very satisfied smile on his face. He sells a lot of tool steel during the course of a year, and a large percentage of his business is influenced by gifts to customers. As he says, "When you give a man something worth while you can generally expect to get something in return."

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This old-fashioned Bull Frog appears on every box of genuine Bull Frog Carbon Paper. It stands for *unvarying* quality.

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STANDARDIZING the FORM LETTER

A Question Chart That Increases the "Pull" in the Sales Letters of a Mail-Order Organization

By Harrison McJohnston

THE director of correspondence in a large western mail-order house is largely dependent upon subordinates for the creation of form selling letters, several hundred of which are prepared each year in connection with special offers in various departments.

After working for an entire year, trying all the time to construct a chart that would get uniformly good results from all the men who from time to time were intrusted with the task of writing form sales letters, he finally devised one which is now used as a specific guide; so that each new sales letter is constructed after a set pattern that invariably proves effective.

In the preparation of this chart he knew that it would necessarily need to be very elastic, if it should adequately compass the wide variety of classes and conditions of people to whom his concern sent form sales letters. For this reason he found that his best chart after a year's work was altogether too general, although it contained all the essentials of a successful sales letter in the light of his fifteen years of experience. Then, too, when his chart was put to the actual test, he found that it had a tendency to make the mail-sales writers produce lifeless letters.

He, therefore, began to think of standardizing the *methods* employed in getting ready to write sales letters—also in judging them—with a view to making the *results* of all the letters uniformly good in proportion to possibilities, rather than have the letters themselves fashioned after a standard model. The more he thought on this idea the better it seemed, and he decided that in such a chart suggestions for writing the letter itself would be the smallest part.

First he prepared a series of instructions telling the writer what he should do by way of preparation before actually beginning to construct the sales letter. Then, realizing that thorough criticism of the finished letter is important, he also issued a chart of instructions covering the questions that the writer should ask himself when judging the merits of the finished sales letter before testing it out. These questions are in the main those that appear in Section III of the "Question Chart" here shown.

I. Answer the following questions before writing the letter:

1. How many names on the mailing list?
2. What territory does it cover?
3. How are the names distributed territorially?
4. Do the names include one or more general classes of people?
5. If more than one, what classes and their respective percentages of the total list; also what are the percentages of both sexes?
6. What are the chief characteristics of each class?
7. Should not the appeal to each class differ? If not, why?
8. What are the chief self-interests of a typical person in each class?
9. To which of those self-interests does your proposition naturally appeal most strongly? To which other of his self-interests does it appeal?
10. What are his natural resistences to your proposition?
11. Are you sure that your knowledge of the habits and character the physical and financial condition, and the self-interests of the typical person in the class is accurate?
12. Are you yourself convinced that you have something to offer him that he ought to accept, looking at it entirely from his self-interest standpoint?

II. When you are sure you have accurately answered all the questions in section I, write the letter, keeping those answers in mind—but, first, are the following suggestions worth following:

1. Direct the main part of the letter at the strongest possible self-interest of the prospect and follow this until you shall have made the appeal to this interest as strongly as possible.
2. Avoid directly suggesting his resistances, but keep them in mind as you write.
3. Forget all about the length of your letter as you write, but concentrate on an effective, natural presentation of the selling thoughts.
4. When you have convinced yourself that your prospect is convinced and will act on your suggestion—let him do it.

III. Answer these questions when you shall have slept over the letter you have written:

1. Does it sound sincere?
2. Is it all absolutely clear to the typical prospect?
3. Does it attract the eye?
4. Is it convincing?
5. Does it really grip the prospects greatest possible self interest right from the start?
6. Will it make him act?
7. Is there anything in it that might operate to keep him from acting favorably?
8. If so, how can that thing be eliminated or made less a cause for resistance?
9. Are there any doubtful points about the letter that might be handled in an alternative way?
10. Have you time for a test? If not, why?

The general good results of these questions suggested that it might be a good plan to make the preparation instruction less imperative and more flexible by using there too, the question method.

It was, and is, the policy of this concern to get as many heads as possible to think on the solution of various problems; so this executive put it up to his sales correspondents to let him have in question form as many suggestions as they could think of, the answers to which would constitute necessary and vital information preparatory to writing a form letter.

His men took considerable interest in this task. Most of them included in their suggestions, questions that would apply specifically to only one kind of merchandise — the department in which they happened to be specializing. But most of them covered every point made in their chart of imperative instructions; so that when the writer had answered all their questions he should have done everything this executive had asked them to do in his original chart of imperatives. In addition, many other reasonable questions were suggested.

This co-operation had a threefold value. It rendered the task of preparing Section I of "The Question Chart," much easier. It also made the writers of sales letters think out their own salvation to a certain extent. Third, the way they thought, as indicated in their suggestions, gave this executive a much better line on the comparative worth of all his best men.

Such a co-operative thinking policy as used in this house is one that is worth the serious consideration of every executive in every line of business. It has a welding, interest-stirring value in the average organization that alone—outside the actual results of such concentrated effort of everybody on one problem—makes it a good practice.

Another broadly adaptable idea in this business is the application of pedagogical methods when possible—not so much with the idea of weeding out incompetents as making the competent more efficient; and the phase of pedagogics most commonly ap-

plied to business is the examination. Many concerns now employ it, especially in connection with salesmen. This executive applied it with good results to his mail salesmen. In order both to test out his Question Chart and at the same time get a better line on and develop his men, he requested them to write out their answers in connection with their first assignment after this Chart was adopted.

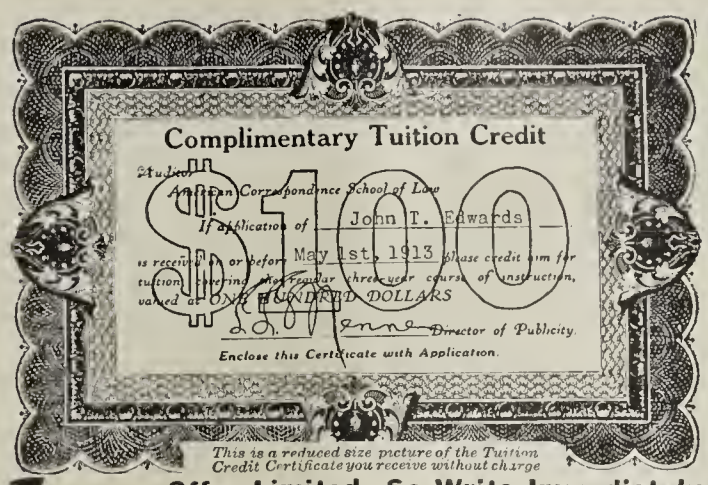
Then he held a conference with each man individually and talked over the answers he had written.

At the close of these conferences he told the men that their sales letters would be judged and O. K.'d strictly in the light of the answers to the questions in the third division of his chart. He then impressed the fact that the actual writing of the letter was up to them, that they might adopt the four suggestions in Section II of the Chart if they wanted to, thoroughly impressing upon them that he did not care how they wrote the letter so long as they first answered the questions in Section I, and then wrote their letters in the clear light of the answers.

He also told them not to bother him with any letters that were not at least a day old and had given in their own minds favorable answers to the questions in Section III—after they had actually slept over the letter, as suggested in Section III.

This executive does not claim infallibility for his "Question Chart," even as it is applied in his own business; but he does say that since he adopted it more than six months ago, he has received from the men who write the form selling letters in a dozen different departments, to almost as many different classes and conditions of people, uniformly good letters *judged by results*—the only way the "pull" in any letter can be judged with surety.

It has always been the policy of this house, as with many other concerns, to test out a letter that is to be sent to a big list of names on a few hundred representative names from various parts of that list before the "big mailing" is made. Usually there is time to do this. At least, when this executive makes his assignments, he always allows for a month, if possible, in which to make the tests; for he says that a good test reduces uncertainty in the results of a certain letter to a big list down to a mere shadow. In this respect he finds the Law of Averages invariably a dependable factor. That is to say, of course, if the test mailing on a few hundred names pulls, say, ten per cent replies, the big mailing to many thousand names will pull at least an equal percentage. The only necessary precaution is to have conditions at the time of the big mailing equally or more favorable to



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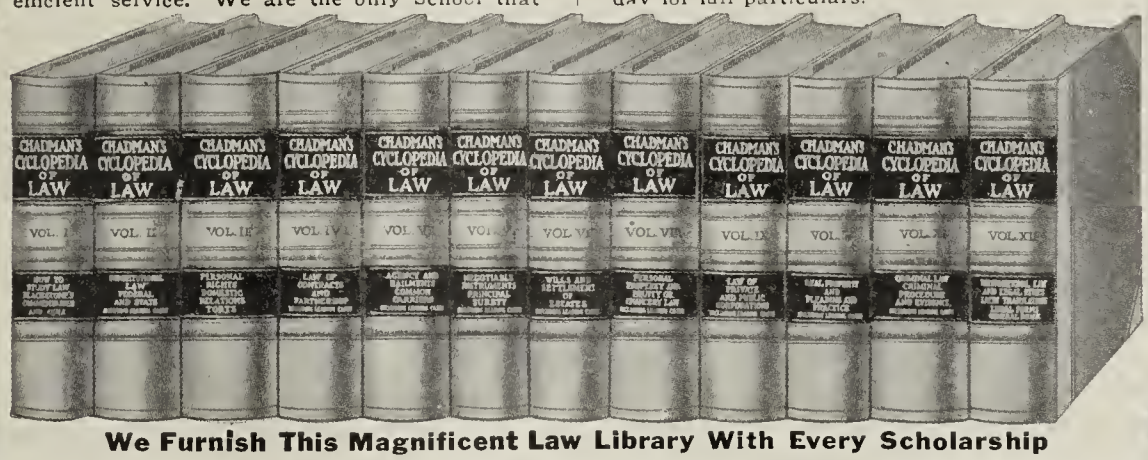

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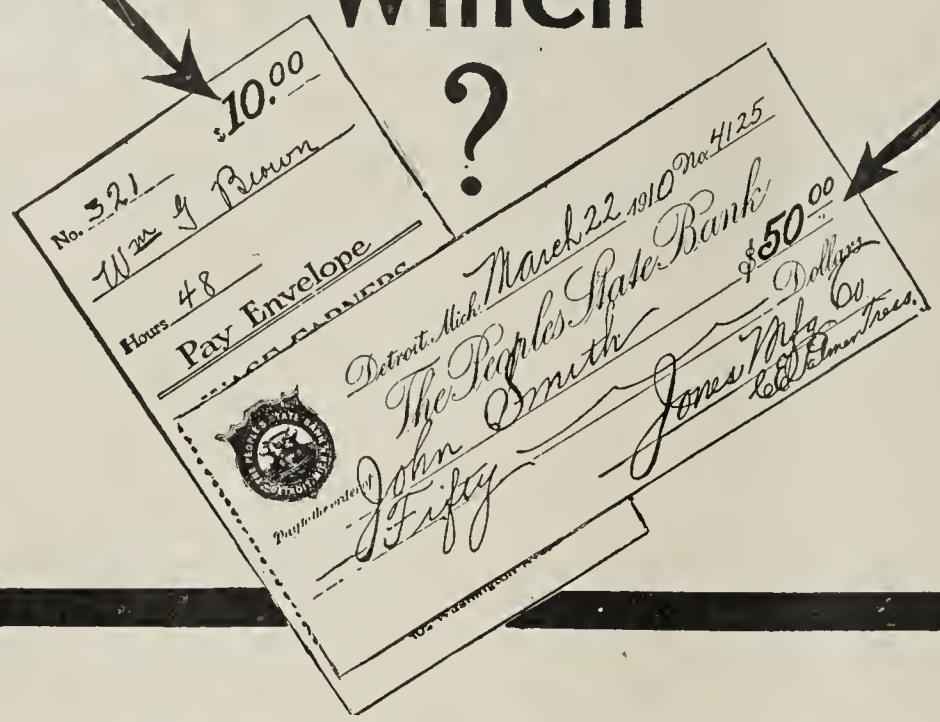

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results than were the conditions at the time of the test mailing.

After the adoption of this "Question Chart" it is a significant fact that few tests failed to pull a satisfactory percentage of replies. In fact, it is an unusual thing now for a first letter that has given satisfactory account of itself with respect to this man's application of Section III to it, to fail in the test. Furthermore, the percentage of sales now received in proportion to the number of names circularized is much higher than formerly, considering the work in all departments as a unit.

To be exact, the result-record of all direct-sales letters for the last six months of 1912—the six months that this Question Chart has been in use—is 24% greater than the record of the previous six-month period.

Asked about the meaning and importance of certain questions, this executive replied:

"In Section I, the main idea is to focus the writer's mind on a definite class and condition of people, so that he can clearly imagine a specific man or woman that exactly typifies the class—a specific person that represents a fair average of the characteristics of the class of people to whom his appeal will be directed—so that his letter will not be written to the class, mind you, but *at a single person* that typifies the class.

"That I consider an extremely important point. It is a good thing for the writer to know that his form letter will go to a great number of people, and for him first to consider those people as a class—so that he can imagine in his mind a more accurate picture of a typical representative of them. Otherwise the writer is tempted to take some one particular man of the class that he happens to know personally, and set him up as typical.

"But it is imperative that the writer does think of *one particular person* as he writes in order to make his letter personal and convincing. In this respect he must have some of the ability of a good fiction writer to see a clearly defined picture of a particular character. The *typical* person must be as much a reality to the sales letter man as the leading character in a short story is to the author. A clear imagination, preferably based on *broad* experience with the people to whom the appeal is made, seems essential to success as a writer of sales letters.

"I consider the eighth question in Section I—the transition from 'class' to a 'typical person'—the most important one in the group. If a man can accurately answer that question, he knows almost enough about the prospect—for if his proposition is not the kind that can be made to appeal to the prospect's *self-interest,* he has a hopeless task. And the more persistently he directs the appeal at the most pregnable self-interest the more successful he is likely to be. He must know the typical man's *self interest*—the interests that are rooted and grounded in his selfishness, if you please; for every one of us has certain well defined self-interests. Those interests concern things that afford us various kinds of gains and profits and pleasures.

Knowledge of the strongest self interests of the *typical* man is, then, fundamentally necessary knowledge on the part of the man who aspires to make a two-cent stamp do the work of two-dollar-per-call salesman—perhaps the hardest thing that men have thus far ever tackled in the writing line!

"You see in question eleven a check up on foregoing questions. This, of course, is a reminder of the importance of accurate knowledge of the prospect, designed to prevent snap judgment.

"Question twelve is a clincher for the writer. If he can't convince himself, he

will stand a poor show of convincing anybody else. It is up to him to change his proposition, to make more interesting the details of his offer—to think through his scheme of selling and qualify it until he has a plan, a scheme, one central pulling feature, perhaps, that will likely stir the prospect to action.

"He must know—originate as far as possible—his proposition, his selling plan. But first, before he writes, he must answer the questions in Section I of this Chart, keeping in mind his answers, as suggested in Section II.

"Section II is designed primarily to make the writer take hold in a positive way of the prospect's self-interest, to knock down resistances without suggesting them, in case the prospect should not happen to feel them, not to let the length of the letter hamper the presentation of thought, and to end the letter when the writer himself feels satisfied,—not before, even though he may have written seven pages single space.

"Some propositions actually merit that much space, especially the sale of a big-expensive labor-saving machine to a farmer, for example; or a stock sale proposition to a prospective investor, for another example; although I realize that conciseness is usually a virtue in a letter to a business man.

"But I don't advocate long letters unless they are necessary to convince the writer that he has convinced the reader. Usually, however, this conviction takes a fairly long letter, for I am presupposing accurate knowledge of the reader on the part of the writer. *That knowledge makes possible an interesting long letter.*

"On the other hand, I don't believe in over-convincing a man, of trying to make so dead sure of him that he begins to suspect that you can't trust him to act for himself when he sees a good proposition. That's a mistake that a great many mail salesmen make these days. I, myself, made it for a long time. You try so hard to convince a man that you show him plainly that you are just a little bit fearful lest he won't be convinced, won't be impelled to do what you want him to. It makes him feel that you are trying to cover up something. That idea of the possibility of selling a man and then unselling him by not knowing when to chop off the letter is as real as is the possibility of a personal salesman talking a man into an order and then talking him out of it.

"That is the significance of the last words in the sixth part of Section II.

"As for Section III, all those questions are simple enough in themselves. Their answers, of course, are a matter of personal judgment, into which enters the ability of the writer as a self critic—which is important ability when it comes to writing letters that pull. The better the writers grip on the real interests of the typical person at whom the letter is directed, the better will he be able to criticise his letter as though he were in the shoes of that typical person.

"In order to aid the writer in this respect, I ask him to sit down at his desk when fresh in the morning and criticise his letter in the light of these questions, taking them one at a time. First he asks himself, 'Does it sound sincere?'—and usually he gives it a touch here and there to make the details stand out a little more clearly; for accurate details give a sincere impression. Then he reads it for clearness, and also touches it up or makes additions as he reads. Thus he goes through the letter several times, applying separately each test question.

"I do not ask, 'Is it expressed in as few words as possible?' Or, "Is it free from grammatical mistakes?' Long ago I found that the fewest words to consumers get the fewest orders, as a rule. Anyway, the letter that has the record for results here is four pages, single space, long and was written by a genius who used a singular verb with a plural subject. In this connec-

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WASHBURNE'S CELEBRATED PAT. PAPER FASTENERS

YEARLY SALE 100 MILLION

THE ONLY PAPER FASTENER having the advantage of a SLEEVE PROTECTED PIERCING POINT, adapting it to REPEATED USE without injury.

Note illustration ——→

Made of Brass and Nickel-plated Steel, 3 sizes. Put up in bright metal boxes of 50 and 100 fasteners each. *Your Stationer*, 10, 15, 20 & 25¢.

(Enlarged for clearness)

Send 10¢ for sample box of 50 assorted. Booklet free.

Special prices in board boxes of 1000 fasteners each.

Note our Trade Mark "O.K." on each fastener and box. Accept no other. There is nothing just as good.

Liberal discount to the Trade

THE O. K. MFG. CO., Syracuse, N. Y., U.S.A.

Makers of Stationers' Specialties

L. & C. HARDTMUTH, Kingsway, London, Eng., Sole selling Agents for Europe, Asia, Australia, New Zealand and South Africa.

A. M. CAPEN'S SONS, 60 Pearl St., New York, N. Y. Sole selling agents for Latin America.

Specialty Men! Live Dealers!

A Big Opportunity To Get Exclusive Selling Rights For

An Envelope Sealer That Really Seals

When you see the "Maxwell" you will agree that a *real* Envelope Sealer has arrived. No! We are not fooling ourselves—the officers of this company have been in the office specialty business for years and that we know and have seen them all goes without saying. Therefore when we tell you that the "Maxwell" is a real Envelope Sealer (that really seals), that it is supplanting others and making good where others have fallen down, we are stating facts that we are in position to prove and we hope you'll ask us to prove. The "Maxwell" Sealer is easy to demonstrate—(nothing technical at all)—number of sales to demonstrations exceptionally high. Users are enthusiastic and plugging hard for us. Few territories have been assigned, hence right man can get pick of territory now. All reasonable advertising and sales helps furnished. If you are in position to go after business aggressively get in touch with us at once.

Maxwell Envelope Sealer, Motor Driven, $75.00 (THE SEALER THAT SEALS)

Seals practically any kind of an envelope *without making adjustments*—long, short, thick, thin, outlook or penny-saver—speed 4,000 to 6,000 per hour. Has double sealing rolls, automatic moistening device, motor of proven durability. No water touches rolls—rolls have steel cores—warping or rotting of rolls is impossible—the "Maxwell" should last a lifetime. Booklet explains everything—shows words from happy users—send for it. Someone is going to get the profit on "Maxwell" Sealers that will be sold in your territory. If you are the right man you can get that profit. Don't delay—we want a representative for your territory and the first right man secures exclusive rights and a money-making proposition. Address now—

THE MORROW-ULRICH-MAXWELL CO., Century Building Cleveland, Ohio

tion suggestion three in Section II is important.

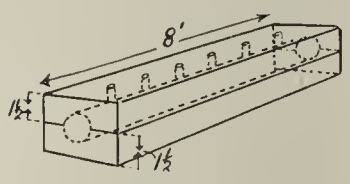
"I know that to many business men brevity seems to be the soul of a sales letter; but not always, even to business men. Somehow, when the sales letter is reduced to a mere skeleton, when the number of words is reduced to a minimum, the letter impresses the recipient somewhat as a real skeleton impresses the average man—repellant, stilted, hard to read, lifeless, unnatural, therefore not quite sincere.

"In our letters even repetition is not tabooed, if the repetition pounds home a good sales point in a little different light. This Question Chart of mine may not be a good thing for every business. But I know that it works well here, and it looks to me that a similar method, with variations, perhaps, to meet particular needs, ought to be a good thing for the average man whose responsibility includes the writing or the supervising of form sales letters."

Quieting the Automatics

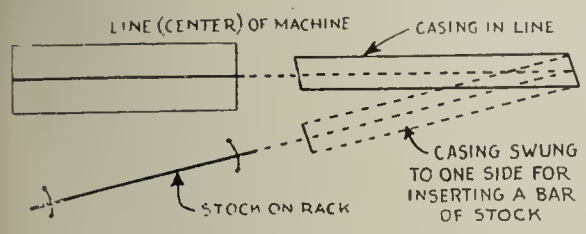
THE production manager took a walk through the automatic machine department—one of the same kind of walks he had often taken. But this time he noticed something that had not before attracted his attention—the amount of noise caused by the hand-screw machines.

Heretofore he had considered this noise a necessary evil but this time he wanted to actually know how much of it was really necessary. The first thing he noticed was the whipping of the stock. This was 5/16 round in about eight-foot lengths. When these pieces were first put in the chuck and the machine started the stock would be whipped around in its standard, causing a



great deal of noise and also the bending of the stock. This was supported on three metal standards with "Y" shaped tops. When the machines reached full speed the whipping was so great it vibrated the machines on their standards. At first it was thought the whipping could be stopped by limiting the space in which the rods could move. Rings about 3 inches in diameter were riveted into the "Ys"—but this did not work. The foreman suggested a smaller ring. The manager modified this by suggesting a long wooden casing for each piece of stock. One was made and tried, but the noise was greater than ever, as the stock rattled back and forth in the casing. Finally the forman suggested an oil bath. The casing was taken off and holes drilled in

the top as shown in the illustration. Then the casing was riveted into the "Ys." The stock, one bar at a time, was then placed in the casing and the end placed in the



chuck. The end of the casing nearest the machine was fastened to the "Y" in such a way that by releasing a clamp lever the end of the casing could be shoved out of line with the machine and stock fed into the near end of the casing from the additional "Y" placed by the operator—without his leaving his seat or carrying the stock. This is shown briefly in the diagram. Oil was then poured into the holes in the casing until the inside of the cylinder was filled.

The machine was started and to the surprise of the production manager not a sound was made by the rapidly revolving stock.

The speed of the machine had been lessened because of the vibration. This was now not only "boosted" to normal, but increased slightly.

Out of Stock and None in Process

HOW many times this statement has been made to a production manager—and how many times he has asked in anything but polite English, "Why wasn't some started?"

And how many times have the usual words, "Didn't know we were out" been meekly put up as an excuse?

After much thought and many trials the card here shown was put into operation by one factory manager and it effectually stopped the trouble.

The original of the duplicates, used as delivery tickets between departments, are sent to the production department so that this office receives a notification of the movement of all material between departments. It also receives the originals of all requisitions on the various storerooms and makes out all requisitions for the purchasing of material outside, so that it is, in a broad sense, the dispatcher of all materials.

Eighty per cent of all material is standard and does not vary from month to month except in quantity. On all these parts the production department issues "Standing Orders" for so many per month and per week until notice to the contrary. On the balance definite schedules are placed on the production orders such as "Department No. 26 deliver to Department No. 14 not later than March 4, 1913," etc.

For each standing order a card is issued. The piece number and description is filled in and the standing order for the week and month—say, March—the stock on hand on the first of the month was 12,500—the number required per week was 5,000, the number per month 21,430. Now, at that rate the stock will be exhausted on the 17th. It takes one week on the average to make this part and deliver it to the storeroom, so the little red pointer is placed at about the 8th day of the month. When this time arrives the production clerk pulls out this card and gives it to the manager, who immediately notes what has been delivered and how the stock is running.

Entries are made by the clerk from the delivery tickets on the card in the designated columns, so that it is known at a glance how many were delivered, on what date, how many rejected, and the total good pieces delivered to date.

If the factory is slow in delivering, the foreman interested is communicated with and instructed that he must start at once on this part, which is now followed day by day until delivered to stock.

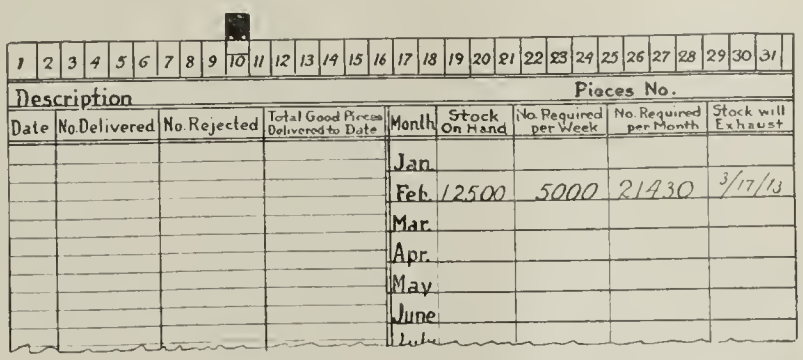
If the deliveries are coming satisfactorily the tab is set ahead to whatever date is deemed necessary by the manager.

This scheme allows the production department to constantly jog the lagging parts—and most important—speed them up before they're lost. It also shows clearly the year's requirements and how they were met—vital facts to base new requirements upon.

Each month the sales department furnishes the production department with its requirements two months in advance, and on this order the factory orders are based and scheduled.

The reverse of this form is a duplicate of the left half of the side shown.

Of course, this form is used only in conjunction with all the other usual controlling forms—the combination allowing a superior degree of control.



EVERY HOME NEEDS A *Taylor* THERMOMETER

Send your customer this permanently useful advertisement.

Whether you are a manufacturer, jobber or retailer, let us put an attractive advertisement of your business on a Taylor Advertising Thermometer. It will be of practical use, answering that all important question—"What is the temperature to-day?"

It has permanent use—does not depend on novelty to create interest. Its life is not limited to any season or seasons—the temperature is of daily consequence year in and year out.

It has the fundamental requirements of a profitable advertising medium—utility and permanency.

It will be read by both men and women in the home and office because no one is too busy to read the temperature.

A Taylor Thermometer will produce results because it keeps your name constantly before these busy people; lawyers, doctors, merchants and mechanics; successful people with money to spend.

Do you not want to know more about this profitable medium of publicity?

Just write us to-day—information will be given cheerfully, not obligating you, and if you will state your official position, sample of our No. 604 card thermometer will be sent free of charge.

Taylor Brothers Company
Rochester, N. Y.

"Where the good Thermometers come from."

Master Strokes —of— Sales Strategy

Hidden in many a struggling business is the germ-idea of a fortune. But its owners, blinded by worrying details and handicapped by "nose-to-the-grindstone" efforts, are unaware of its existence. The perspective of an outisder with the selling instinct is needed to uncover the buried idea, and to devise ways to make it magnetize the public's dollars. Many a slumbering business has been awakened to tremendous possibilities by the magic touch of a master merchandiser called in from the outside.

But by reason of the high salaries such men demand, none but large institutions have been able to obtain their services. Thousands of smaller firms whose businesses are literally bursting with opportunities are daily struggling along, unaware of the shortcut to profits that beckons them. But you can now

Hire a $5000 Merchandiser *by the Hour*

just as you hire a lawyer. Your business is to manufacture goods—mine is to devise ways to sell them. Today is the age of the specialist—one man to do one thing ***thoroughly.*** I've handled and am handling advertising-selling plans for some of the largest concerns in the country—many small ones as well. I've "made-good" in a big way—my record is proof of my ability.

I offer a complete advertising-selling service. I've no prejudices or trade entanglements to bias my judgment. I can supply you with advertising-selling ideas and let you work them out yourself; or I'll write the actual material for you. I've no theories to unload—all my work is based on actual experience with known successes.

I can help you with advertising-selling ideas; press advertisements; direct advertising; salesmen's ginger talks; form letters; booklets, circulars; dealer-helps; house-organs, etc. In all my work I bring a new viewpoint to bear on your problems.

Let me tell you how I can help *you*. Preliminary advice *free*. Write me your problems TODAY. Correspondence strictly confidential.

"Selling Plans," Care "BUSINESS"
Corner Fort and Wayne Sts,, Detroit, Mich.

BARGAINS IN BUSINESS BOOKS

There are just a few left, but you can have them at the reduced prices as long as they last.

	Regular Price	Special Price
Abolition of the Trial Balance	$ 2.00	$ .90
Accounting for Dep'm'nt Stores	1.00	.10
Accounting for Wholesale Grocery and Hardware Business	1.00	.10
Accounting for the Printing and Publishing Business	1.00	.10
American Business and Accounting Encyclopedia (1 Vol. Ed.)	10.00	3.10
Art of Business Getting	.50	.10
Brain's Wages Tables	2.00	1.15
Cook's Factory Management	3.00	1.56
Cost Accounts for Engineers and Iron Founders	1.40	.70
Daily Cash Balance and Report Forms	1.00	.55
Engineering Estimates and Costs	4.80	2.25
Fifty Rules for Locating Errors in Trial Balances	.50	.10
Hints to Stenographers	.50	.10
How to Do Without a Trial Balance	.50	.10
Improved Balance System of Cost Accounting (2 Vols.)	....	1.00
Pawnbrokers' Accounts	1.00	.45
Psychological Salesmanship	.25	.10
Suspense Ledger and Record of Doubtful Accounts	1.00	.55
The Successful Sales Letter	.50	.10

Check those you want, sign coupon and return with your remittance to

K. E. COSGROVE
Box 816, DETROIT, MICH.

For enclosed $.....send above books to

NAME .....

ADDRESS .....

Orders filled promptly or remittances returned.

C.P.A. Questions and Answers

By R. J. Bennett C.P.A.

From Illinois C. P. A. Eximation, 1912.

FROM the following Trial Balance and information furnished, draw up—(1) A Cost Sheet; (2) A statement of Profits and Income; and (3) A Balance Sheet, showing also such intermediary accounts (if any) as may be necessary to connect—(a) The Cost Sheet with the Statement of Profits and Income; and (b) The Statement of Profits and Income with the Balance Sheet.

A. B. IRON COMPANY
Trial Balance—December 30, 1911

Real Estate	$ 200,000 00	
Buildings	500,000 00	
Furnaces, Plant and Equipment	1,400,000 00	
Capital Stock authorized		$1,000,000 00
Stock Subscriptions unpaid	200,000 00	
Stock in Treasury	50,000 00	
5 per cent. First Mortgage Gold Bonds due December 30, 1921, authorized		500,000 00
5 per cent. First Mortgage Gold Bonds Redeemed	100,000 00	
Purchase Money Obligations		200,000 00
Ore, 248,620 Tons at $2.50 per Ton	621,550 00	
Advances on Ore Contract	50,000 00	
Coke, 211,400 Tons at $3.25 per Ton	687,050 00	
Limestone, 45,900 Tons at $1.00 per Ton	45,900 00	
Supply Stores on hand Dec. 30, 1911	25,000 00	
Customers' Accounts	350,110 00	
Bills Receivable	50,000 00	
Sundry Debtors	10,000 00	
Bills Payable		350,000 00
Accounts Payable		310,000 00
Reserve for Bad Debts		12,000 00
Cash in Bank	235,000 00	
Working Funds	5,000 00	
Depreciation Reserve		115,000 00
Blast Furnace Relining Fund		45,000 00
Pig Iron on hand June 1, 1911 (6500 Tons)	97,500 00	
Discount on Bonds	20,000 00	
Exploration and Development Expenditures	17,500 00	
Surplus January 1, 1911		583,887 00
Furnace Labor	138,750 00	
Handling and delivering ore to ore stock	24,862 00	
Handling and delivering coke to coke stock	10,570 00	
Handling and delivering limestone to limestone stock	2,245 00	
Repairs and Maintenance	15,500 00	
Electric Light and Power	9,500 00	
Blowing	10,000 00	
Laboratory Expense	4,000 00	
Yard and Switching Expenses	14,200 00	
General Works Expense	19,750 00	
Taxes	5,200 00	
Insurance	7,800 00	
Pig Iron Sales (109,500 Tons)		1,971,000 00
Allowances to Customers	54,500 00	
Salesmen's Salaries and Commissions	50,900 00	
Traveling Expenses	2,500 00	
Stationery and Office Expenses	4,500 00	
General and Administration Expenses	15,000 00	
Profit on sale of purchased Pig Iron		25,500 00
Miscellaneous Income		17,500 00
Interest on Bonded Debt	15,000 00	
Interest on Bills Payable	22,000 00	
Expenditures incurred on account Relining Blast Furnace	38,500 00	
	$5,129,887 00	$5,129,887 00

The production of Pig Iron for the year was 115,000 Tons, and the Materials consumed or used to obtain this production were:

Ore	240,000 Tons
Coke	210,000 Tons
Limestone	40,000 Tons

The Bond Interest Accrued and not taken upon the books was $5,000.00, while Interest amounting to $4,000.00 on Bills Payable was paid in advance. There was $5,000.00 of Furnace Labor Accrued but not paid. The Taxes accrued but not taken upon the books were $2,300.00, exclusive of Federal Corporation Tax, which should be provided for, and Insurance Premiums paid in advance amounted to $1,800.00. A provision of 15c per ton of production should be made for Relining Furnaces; and the Directors authorized a further provision for General Depreciation of Buildings, Plant and Equipment of $50,000.00. The Discount on Bonds should be absorbed over the life of the Bonds and one-fifth proportion should be written off the Exploration and Development Expenditures.

In calculating the Cost Units, you need not figure beyond two places of decimals; and in making these calculations the Operating Expenses (as distinct from Materials) may be grouped into two classes, viz: (1) Labor; and (2) All other Operating Expenses. All other unit costs may be ignored.

COST SHEET

THE A. B. IRON COMPANY.

Production of Pig Iron, 115,000 *Tons.*

Cost per Ton	Material	$11.82
	Labor	1.25
	Expenses	1.33

Charges	Total Cost	Cost per Ton
Materials Used—		
Ore, 240,000 tons at $2.60	$ 624,000 00	$5 43
Coke, 210,000 tons at $3.30	693,000 00	6 03
Limestone, 40,000 tons at $1.05	41,920 00	36
Total Cost Materials	$1,358,950 00	$11 82
Labor Charges—		
Furnace Labor	143,750 00	1 25
Cost Labor & Materials	$1,502,700 00	$13 07
Operating Expenses—		
Relining Blast Furnace	$ 17,250 00	
Depreciation of Building, Plant, Equipment	50,000 00	
Repairs and Maintenance	15,500 00	
Electric Light and Power	9,500 00	
Blowing	10,000 00	
Laboratory Expenses	4,000 00	
Yard and Switching Expenses	14,200 00	
General Works Expenses	19,750 00	
Taxes	7,500 00	
Insurance	6,000 00	
	$ 153,700 00	1 33
Total	$1,656,400 00	$14 40

THE A. B. IRON COMPANY.

Statement of Profits and Income
For the Current Year Ended December 30, 1911.

INCOME.

Sales for Year—		
Pig Iron Manufactured, 109,500 Tons at $18.00	$1,971,000 00	
Less Allowances to Customers	54,500 00	
Net Sales		$1,916,500 00
Operating Charges—		
Inventory Pig Iron Jan. 1, 1911	$ 97,500 00	
Manufactured cost of 115,000 tons Pig Iron per production cost sheet at $15	1,656,400 00	
	$1,753,900 00	
Less Inventory Dec. 30, 1911, 1200 tons at $15.00	180,000 00	
First cost of sales	$1,573,900 00	
Salesmen's salaries and commissions	50,900 00	
Traveling expenses	2,500 00	
Stationery and office expenses	4,500 00	
General and administrative expenses	15,000 00	
Total operating charges		$1,646,800 00
Net operating profit for 1911		$ 269,700 00
General Income and Expenses—		
Add profit on sales of purchased Pig Iron	$ 25,500 00	
Add miscellaneous income	17,500 00	$ 43,000 00
Profit on Operating and Miscel.		$ 312,700 00
Deduct—		
Discount on bonds 1/10 of $20,000	$ 2,000 00	
Exploration and development expenditures, 1/5 written off	3,500 00	
Interest on bonded debt	20,000 00	
Interest on bills payable	18,000 00	
Federal Corp. tax	2,642 00	$ 46,142 00
Net profit for 1911		$ 266,558 00

NOTE—Pig Iron is inventoried at $15.00 per ton, the production cost being $14.40. This gives an apparent profit of $7,200, but is in harmony with the policy already established, as seen at the inventory listed in the beginning of the year.

BALANCE SHEET

OF THE A. B. IRON COMPANY,

DEC. 30, 1911

ASSETS.

Fixed Assets—		
Real estate	$ 200,000 00	
Buildings	500,000 00	
Furnaces, plant and equipment	1,400,000 00	$2,100,000 00
Inventory—		
Ore, 8,620 tons at $2.60	22,412 00	
Coke, 1,400 tons at $3.30	4,620 00	
Limestone, 5,900 tons at $1.05	6,195 00	
Pig Iron, 12,000 tons at $15.00	180,000 00	
Supply stores	25,000 00	$ 238,227 00
Current Assets—		
Cash in bank	$ 235,000 00	
Working funds	5,000 00	
Bills receivable	50,000 00	
Customers' accounts	350,110 00	
Sundry debtors	10,000 00	$ 650,110 00
Advances on Ore contracts		50,000 00
Deferred Charges to Profit and Income—		
Discount on bonds	$ 18,000 00	
Exploration and development expenditures	14,000 00	$ 32,000 00
Prepaid Interest—		
Interest on bills payable advanced	$ 4,000 00	
Insurance premiums advanced	1,800 00	$ 5,800 00
Total Assets		$3,076,137 00

LIABILITIES.

Bonded Debt—		
Purchase money obligations		$ 200,000 00
First mortgage, 5% bonds	$ 500,000 00	
Less bonds redeemed	100,000 00	$ 400,000 00
Current Liabilities—		
Bills payable	$ 350,000 00	
Accounts payable	310,000 00	
Bonds interest, due	5,000 00	
Furnace labor, accr'd.	5,000 00	
Taxes accrued, unpaid	2,300 00	
Federal corporation tax	2,642 00	$ 674,942 00
Total Liabilities		$1,274,942 00

A Tip on Guide Cards

Never crack, fray or curl, always fresh and clean and outlast six or more ordinary un-reinforced guides.

Saves expense and annoyance of replacing broken and worn out guides

Regular sizes carried in stock; special sizes to order.

Write for Samples and Prices

Standard Index Card Company
Dept. B. 707 Arch Street
Philadelphia, Pa.

Have Any Trouble With Your Fountain Pen?

Read what the Fountain Pen Manufacturers say about JASMINE INK in regard to the life of pens.

Jasmine Ink
IF IT ISN'T PERFUMED IT ISN'T JASMINE

What the Canton Cutlery Co., large manufacturers of fountain pens say:

"50 per cent of the fountain pens purchased are laid aside as useless within 30 days because of the corrosion and gummy accumulation in the feed left by cheap inks. It is not the pen that's at fault—it's the ink. Jasmine Ink is guaranteed to have no sediment and from every test is the best for fountain pen use.

"Our pens are guaranteed for two years providing Jasmine Ink is used exclusively in them. Should any defects in material or workmanship develop within two years send to us with this warantee and 10c. to cover postage for its return in good condition. If the purchaser uses any other ink than **JASMINE** this guarantee becomes null and void.

Jasmine Ink is also the best ink for home and office use.

For Sale By All Dealers
Sample Bottle by mail, 10c.

ADDRESS

The United News & Stationery Company
ROCHESTER, N. Y.

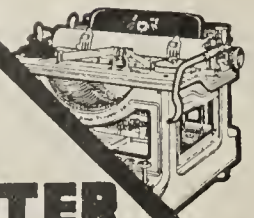
3 CUSTOM SHIRTS FOR $5.00

I make shirts that fit you, because I make your shirts from your measurements and guarantee to take them back if they do not satisfy you.

1 Send you 100 samples to select from

I send you measurement blank with rules. I send you the finished shirts express prepaid. No ready-made shirts in my shop, but facilities for quick delivery of the highest grade of custom work. Write for my samples. (Higher priced fabrics, too.) Spring samples now ready. No agents.

CLARENCE E. HEAD, (Master of Shirtcraft)
200 Tioga St., Ithaca, N. Y.



RUN YOUR TYPEWRITER

with the "best oil" But don t pay 15c or 20c for 3 or 4 drachms of *"so-called-special"* typewriter oil when "3 in One" is twice as good at one-fourth the price.

No other oil on earth lubricates, cleans, polishes and preserves a typewriter like "3 in One."

It goes right into the action part, removes dirt and grease, spreads evenly over all bearings, lubricating just right. When a machine rattles, it's wearing out. "3 in One" prevents the rattle by minimizing friction, wear and tear.

"3 in One" also cleans type faces, keys, polishes wooden case and prevents rust on all metal parts. It is better and cheaper than any inferior mineral oil or any so-called fish oil. Save money and your typewriter.

Try "3 in One" right now. Library Slip in every package.

FREE Your name and the name of your dealer on a postal will bring sample bottle and "3 in One" dictionary—both free.

3 IN ONE OIL CO.
119 New St., N. Y. City

LET ME START YOU IN THE MAIL ORDER BUSINESS ANYWHERE

I started with an idea and $100.00 and made **six hundred and fifty thousand dollars in 18 months.** I tell you WHAT TO DO AND HOW TO DO IT. Don't be a wage slave; get out of the rut; get grit; get backbone; wake up and start NOW. Write and learn of my money-making mail order plans. My great FREE book, "How to Achieve Mail Order Success," tells all about my own achievements and how I equip, teach and get you started on very small capital. This book tells how to quickly start in your home while otherwise employed. It is a B line to a large income. Send for my new free book if you want to start a mail order business and start making money now. Address President, Mail Order School, Suite 2272 Brecht Bldg., Denver, Colo.

Reserve Accounts—			
For bad debts	$ 12,000 00		
For depreciation ...	165,000 00		
Relining blast fur...	23,750 00	$ 200,750 00	
Capital and Surplus—			
Capital stock authorized	$1,000,000 00		
Less stock in treas.	$50,000 00		
Less Subscriptions unpaid ...	200,000 00	$ 250,000 00	$ 750,000 00
Surplus Jan. 1, 1911		$ 583,887 00	
Net profit for 1911..		266,558 00	$ 850,445 00
			$3,076,137 00

MEMORANDUM OF INVENTORY VALUATIONS

Stocks, Materials and Surplus December 30, 1911

Ore Account.

Purchased during year.....	248,620	tons at $2.50	$ 621,550 00
Handling to stock pile, 10 cents per ton		.....	24,852 00
Total cost in stock pile.....	248,620	tons at $2.00	$ 646,412 00
Used in manufacturing during year....	240,000	tons at $2.60	624,000 00
On hand in stock pile.....	8,620	tons at $2.60	$ 22,412 00

Coke Account.

Purchased during year.....	211,400	tons at $3.25	$ 687,050 00
Handling to stock pile, 5 cents per ton		.....	10,570 00
Total cost in stock pile.....	211,400	tons at $3.30	$ 697,620 00
Used in manufacturing during year....	210,000	tons at $3.30	693,000 00
On hand in stock pile	1,400	tons at $3.30	$ 4,620 00

Limestone Account.

Purchased during year	45,900	tons at $1.00	$ 45,900 00
Handling to stock pile, 5 cents per ton		.....	2,245 00
Total cost in stock pile.....	45,900	tons at $1.05	$ 48,145 00
Used in manufacturing during year.....	40,000	tons at $1.05	41,950 00
On hand in stock pile	5,900	tons at $1.05	$ 6,195 00

Pig Iron Account.

On hand January 1st.....	6,500	tons at $15.00	$ 97,500 00
Manufactured during year	115,000	tons at $14.40	1,656,450 00
Total	121,500	tons	$1,753,950 00
Sales	6,500	tons at $15.00	97,500 00
	103,000	tons at $14.40	1,483,650 00
Total sales	109,500	tons	$1,581,150 00
On hand December 31st.....	12,000	tons at $14.40	$ 172,800 00
Add increase from $14.40 per ton to $15.00		.....	7,200 00
		Inventory valuation	$ 180,000 00

Assumed Tonnage, Cost and Selling Price of "Bought" Pig Iron.

10,200 tons sold at $18.00 per ton.....	$ 183,600 00
Cost at $15.50	158,100 00
Profit on sales as per problem.....	$ 25,500 00

Answer and Comments.

THIS is one of five questions given on the recent Illinois C. P. A. Examination. They were all to be completed within three hours, thus indicating that this one had a time limit of one and one-half hours or less. The time limit seems short for questions of this kind, yet it is another reminder to candidates that the matter of time is of great importance when writing on examinations. Practice in answering questions within limited time is a necessity for persons preparing for examinations.

The question is exceptionally interesting and the Illinois examiners have done wisely in supplying so much first hand information on account keeping for blast furnaces. The problem is not difficult, yet it covers the subject so completely that one cannot help but admire the arrangement of details and the manner in which it is presented. Any person with a fair knowledge of blast furnaces and cost accounting should have little or no trouble in supplying suitable answers. In providing a solution, however, it is necessary to use one's own judgment in connection with a few of the points which present themselves. This, of course, is a prerequisite in any case. We are asked for a Cost Sheet, a Statement of Profits and Income, and a Balance Sheet. These statements are, of course, to be interlocked by amounts which are familiar to every accountant. For instance, the balance from the Cost Sheet constitutes the "cost of manufacturing the output" and is transferred to the Profits and Income account; the balance from that account in turn is transferred in the form of "net profits" to the Balance Sheet. "Profits and Income" account is synonymous with the well known Profit and Loss account.

Pig iron consists of large bars of metal or iron after it is separated from the ore and other extraneous matter with which it is

mixed when it comes from the mines. The ore is melted or boiled in a large furnace and the molten metal is then run off into moulds at necessary periods. The large bars of iron thus moulded are called pigs, or raw pig iron, and are ready for transportation to the iron foundries where they are put through further processes and made into different grades of iron. The blast furnace consists of a large cupola or furnace into which the ore, coke or coal and limestone are thrown. The heat within the furnace is fanned by air drafts or blasts from the bottom, usually forced in by ordinary revolving fans, and this force or blast causes the flames to rise for many feet above the top of the furnace, a sight which is familiar to persons who have seen blast furnaces in operation.

The contents of the furnace being raised to an intense heat by the combustion of the fuel, are brought into a softened state, the limestone parts with its carbonic acid, and combining with the earthly ingredients of the ironstone, forms, with them, a liquid slag, whilst the separated metallic particles, descending slowly through the furnace, are deoxidized and fused; in their passage they imbibe a portion of carbon, and at last settle down in the hearth, from whence they are run off into pigs about every twelve hours; the slag, being lighter, floats upon the surface of the liquid metal and is constantly flowing out over a notch in the damplate, level with the top of the hearth.

A careful study of the process in all its details should be made by the person desirous of fully qualifying himself along this line of work. Indeed, the accountant should have at least a working knowledge of manufacturing processes in general, before he can presume to hold himself out as a fully qualified cost accountant.

The blast furnaces are strongly built to withstand the tremendous heat and pressure within. The lining is composed of fire brick and fire clay and is required to be replaced every three or four years. The blast furnace itself will last from 10 to 15 years or more, according to the strength of the structure. The furnace structure is usually from 30 to 50 feet high and in some cases even higher, and the capacity is anywhere from 5,000 to 20,000 cubic feet or more. The reader can see by an examination of my statements how the various accounts have been divided, yet a few points of explanation may be necessary.

In the manufacture of pig iron, the unit consists of one ton. In another line of industry it may consist of one hundredweight, one dozen, or one finished article, as the case may be. The inventory sheet, presented herewith, is not called for, but there is no doubt of its convenience in working up the data necessary for the statements. Handling and delivering the materials has been added as a part of the cost thereof, and so considered in the inventories also. This handling cost is just 10 cents per ton for the ore, and 5 cents for the coke and limestone. The operating expenses listed on the Cost Sheet, might even be modified by the omission of taxes and insurance or by the addition of exploration and development expenditures. It will be seen that the cost of manufacturing 115,000 tons of pig iron is $1,656,400 or $14.40 per ton. It will be seen, however, that I have inventoried the pig iron on hand, December 30, 1911, at $15.00 per ton, to follow out the plan of pricing evidently adopted by the company as shown by its inventory on January 1, 1911. No doubt this is more nearly the average cost price of manufactured or purchased pig iron. This gives an apparent profit of $7,200 as indicated in the statements. The inventory sheet shows very clearly the analysis of prices.

It is apparent that the statements asked for could have been arranged differently, and that the items therein might properly be differently located. Reserves are listed among the liabilities, but it is well known

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50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
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that they are frequently shown as a deduction from the property represented. I have taken off one-tenth of the bond discount, $2,000, leaving $18,000 as a deferred charge. This is on the basis of their still having ten years to run. To be sure, the problem indicates eleven years to run, but there is no doubt an oversight some way. Equal or even amounts are usually written off bond discount annually, and since bonds usually run an even number of years uneven amounts do not usually obtain. Following the letter of the question, however, it would seem right to spread the discount over eleven years. The amount reserved this year for relining the blast furnace is less than the actual amount expended, which was $38,500, but it must be observed that relining is only required about every third year. The Federal corporation tax is 1% of the profits after deducting $5,000. In this case it is 1% of $264,200 ($269,200—$5,000), the resulting net profit before deducting the tax itself. The various deferred charges and prepaid expenses are clearly shown in the statements.

Profit on the sale of purchased pig iron is taken as a side transaction and so considered in the solution. Likewise the miscellaneous. The supply stores have been charged off during the year to various operating expense accounts, so that only the inventory remains.

Stopping the Little Leaks

(Continued from Page 142)

small give away the better packages to anyone who wants them and send the rest to the dump—all pure loss.

The method of one grocer I know is very different. The better boxes are opened carefully, the covers saved and nailed back in place and sold at a fair price. As he always has a considerable variety on hand, people have learned that they can get boxes of any desired size from him and he has a steady trade on them. The same applies to sugar barrels and all the stauncher packages.

As for the rest—the sort of material that plenty of grocers send to the dump—this man wastes not a single board.

A little buzz saw has been installed in the basement, run by the same motor that runs his coffee mill, and the delivery boy utilizes his spare time in cutting up the poorer barrels, boxes and crates furnace length. Of course this material is too light to depend upon alone for fuel, but it is surprising how it can be made to supplement the regular fuel supply, and this grocer says it cuts his wood bill in half.

Keeping Butter Free From Taint

THE proprietor of a rural grocery which bought, in large quantities, dairy butter had no adequate facilities for handling it and found that he was losing money on every pound he bought and also that, although he purchased large quantities, he seldom had enough gilt-edge stock to supply his trade.

As he had an unusually cool cellar he had never felt the necessity of buying either a refrigerator or ice. A clerk showed him the trouble and also the remedy.

"We bring in the butter," he said, "most of it pretty good, too, and stock it up in the cellar which you consider pretty clean, but right nearby are other goods that will soon taint it. So it isn't long till this perfectly good butter is strong and we clerks have gotten to a point where we don't expect to find any number one stock any more and I suppose half the time we take it for granted that we haven't any that's good and don't take the trouble to look.

"I don't think it is necessary to buy a refrigerator, but if you will partition off a small room in the cellar for a butter room and keep nothing else in it, I think you would make money instead of losing it on this department."

A room was partitioned off, finished with hard plaster, shelved with hardwood and equipped with tight-fitting hardwood doors to prevent tainting. The butter department started to pay at once. Good butter was always to be had. The clerks had confidence in it and pushed its sale and a very important leak was stopped.

A Special Claim Agent

A HARDWARE dealer who has established a reputation as a particularly thrifty business man with a keen eye for the little leaks says that he believes one of the most prolific sources of loss in the average small retail business is in the freight receiving department.

"In my own business, as in most others of the type, the goods are brought from the depot to my store or warehouse by the local drayman. It is he who checks out the shipment and when it reaches the store the checking is left to any clerk who may happen to be free at the moment.

"Of course what is everybody's business is nobody's business and as a result these checkings are not usually very accurate. The importance of this feature which was being neglected oozed under my scalp one day and I began to make amends.

"A clerk from my store whom I have selected with a special care to his fitness for the work now accompanies the drayman and checks the goods at the depot—seeing that all damages and shortages are properly noted on the waybill by the agent so that valid claim may be filed.

"When the goods arrive at the store this same clerk is expected to check by the invoice—weigh certain kinds of goods and note shortages, breakages and incorrect weights on the bill. A claim is then made to the wholesale house for all such.

"At the end of each month I have him submit a report showing the claims filed both with the railroad company and with the wholesale houses. The first month's report astonished me. It totalled a pretty fair sum—a great deal too much to throw away—which was practically what we had done before.

"Make one of your clerks a special claim agent. It will pay you well. Don't make unjust claims but do get everything that is really coming to you. Margins are too low nowadays to let such leaks get by."

Wrapping Paper No Small Item

I CUT my expense for wrapping parcels right in two last year," said the proprietor of a busy variety and crockery store in a New England town.

"In my crockery department a great deal of paper is used, as each piece must be wrapped separately to prevent breakage. Formerly we used our new wrapping paper for this purpose. On full dinner sets, for instance, a great deal of paper was necessary.

"We now save all papers, newspapers and wrappers that come in as packing and use this old material for the individual wrappings. So long as the outside wrappings are fresh and new the impression created is just as satisfactory and the saving is considerable.

"Then, too, we had always used flat wrapping paper in two sizes and I noticed that the clerks nearly always chose the large size, no matter what size of package they had to wrap. When a half sheet of the smallest size would do they wouldn't bother to tear it, but used the whole sheet. So I installed the roll fixtures with attached cutters and trained the clerks to tear off only the amount needed.

"You may think wrapping paper a small item, but I saved over $100 in this simple way last season."

Bottling the Extracts

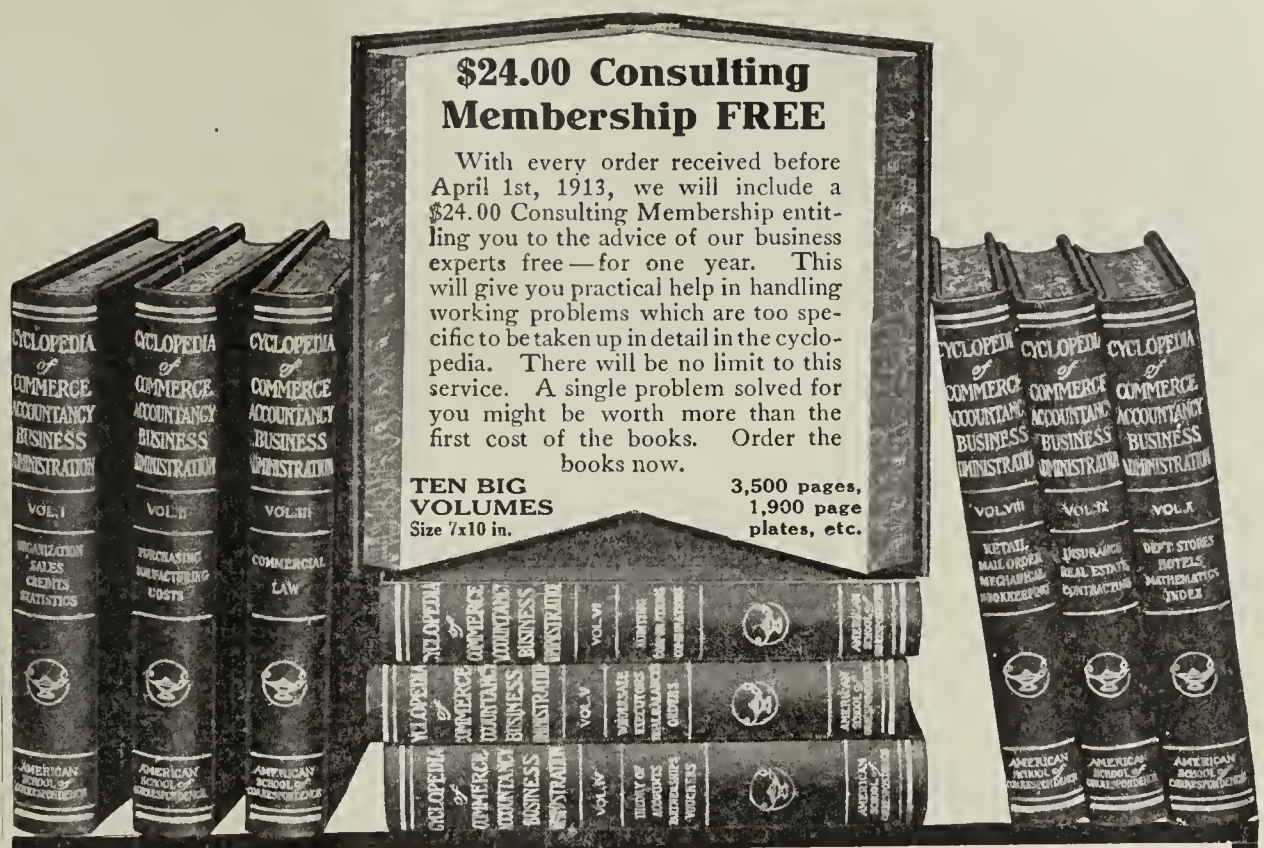
AN Iowa druggist has hit upon a method of saving many dollars each year by buying more of his staple preparations in bulk and bottling them in his own establishment.

He had an extensive trade in flavoring extracts and he found that by buying them in five-gallon casks and bottling them himself he could save nearly 40%. As he had a helper who could do this work in dull spells the expense of bottling was small and the added profit considerable.

The scheme worked so well with extracts that he next tried it on perfumes. Of course every druggist handles perfume in bulk and sells it out in small lots, but this man bought fancy bottles and put it up, after the fashion of the expensive small bottled goods. These fancy bottles netted 20% more profit than any ready packaged goods that he could obtain.

He says that opportunities to save in this way are practically unlimited in his field and that the grocer can work the same plan on flavoring extracts with profit.

A scheme of this kind also solves the problem of utilizing waste labor. Every store has help that is idle part of the time and some such plan can be worked for this reason without figuring the labor cost as a real item. This druggist claims his bottling



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department saved over $100 for him last year by lowering the cost of these products.

Sorting Out the Bad Ones

THERE is perhaps no single business wherein the losses are so large in proportion to outlay as the fruit business.

Many grocers who handle fruits as a side line say they do so only because their customers demand the goods and that they expect to lose money on every bit of it they handle. This is due, of course, to the perishable nature of the goods.

One fruit dealer, however, claims he has cut his losses from spoilage in half by simply seeing that every original package is opened and the fruit sorted as soon as it reaches his establishment. A case of lemons, for instance, may have one or two bad lemons in it when it arrives. Stored away until needed those two may spoil a dozen more or half the case. If sorted at once all this loss is prevented. It's a simple expedient for saving money, but it's one that hasn't been adopted by any great percentage of dealers, strange as it may seem.

These are only a few of the ways in which dollars can be taken from non-productive expenses and added to the profits in the retail business. In these days of close competition and closer margins it will pay every dealer to search out and remedy every profit leak in his establishment, however small, for they often make the difference between a business that doesn't pay and one that does.

The Revival of Industry in Ireland

(Continued from Page 141)

the machine-knitting industry, in the advance in basket making, and in the projects for utilizing Erin's vast peat deposits, reviving paper-making and introducing scientific methods for deriving iodine and other valuable chemicals from the kelp of the Irish seacoast. And the fact that Ireland, for all its modest size, has 2,500 miles of coast line and that no part of Erin is more than two dozen miles distant from a waterway to the sea would seem to prove that industry need not long wait upon commerce at any stage of the march of progress.

It is gratifying to note that coincident with the material prosperity which has lately crowned Irish industry has come a welcome and in some instances much-needed improvement in the living conditions of the wage-earners. Neat, comfortable, sanitary cottages are rapidly displacing the cabins of other days and already the government has aided in the erection of more than 40,000 of these model homes under an arrangement whereby the dwellings are sold to the occupants on a long-time installment plan that involves payments little if any more than equivalent to rent. Incidentally this means sanitary origin for the products of the cottage industries,—handicraft carried on in the homes on the piece-work basis.

Raising the Tryout to the Nth Power

(Continued from Page 137)

about the hardest man there is in the country to sell, as he has a very exact idea of what money is worth and is very loth to let go of it.

"To my mind, my old home town—with these limitations—represented an ideal town for a try-out, and when I was thinking of taking on a line I would get a number of samples supplied me and ship them at once to a retail merchant whom I knew in the town. He would try them out, note how the sale went and what objections were brought against the line and then send me a very comprehensive report on blanks I furnished him. Usually a try-out of an article on twenty-five to one hundred people would give a pretty accurate line on whether or not it would take the fancy of the same class of people throughout the United States, though a final decision was not made until the prospect list of the retailer had been exhausted. In case the item sold well with my test retailer, I knew it was bound to be a good seller, for any article or line that will sell in a country town to retired farmers and factory employees is bound to stand up throughout the United States.

"As a result—while this tended to restrict my buying to a considerable extent—all the lines that I proved out that went successfully on the test, proved big sellers on the big campaign."

PRINCIPLE V.—Make an Appropriation Prove the Test

THE history of wrong try-outs," says a department manager of one of the large houses selling poultry supplies, usually is as follows:

"The general manager gets an idea. This idea appears a world-beater to him. He

orders his sub-managers to put out a circular letter campaign on a list of ten or twenty thousand.

"At this point the sub-manager is up against a dilemma. If he refuses to put the test on, he is guilty of insubordination; while if he does, the failure is charged—not against the man who originated the idea—but the department which puts it out.

"A typical failure of this kind is that in which ten thousand letters were sent out to a selected list for the purpose of marketing a poultry food. The time of the campaign was out of season by sixty days, as it was started in May. At a cost of between five and six hundred dollars, probably one-half ton of feed was sold, which—had there been no selling expense—would have netted about six dollars.

"When the results were finally checked up it was decided to install a complete system of try-outs in the selling department. Men were put to work compiling, from the record of articles sold by the company and the available results of previous campaigns, a composite record which would show the time of year when the most sales were made on each item, and—wherever possible—what talking points and selling arguments had been used in effecting these sales. The result was an admitted surprise to the department managers as well as to the general manager and board of directors, as it showed that the time element entered into sales to a much greater extent than had ever been given any consideration.

"On this record was based a series of comprehensive try-outs. For each test an amount of money was allotted proportionate to the probable sale, and the actual profit that previous sales had made. The immediate result of this comparatively simple form of try-out was that many minor appropriations have gone up in waste, yet no large appropriations have ever failed following a paying test.

"This method alone was valuable enough, not only to raise the efficiency of the selling force greatly, but to add two per cent to the dividends of the company each year after it was installed."

PRINCIPLE VI.—Test Out Your Selling Points

GETTING try-out work down to an exact science," says a sales manager of a Toronto house, "is in a large part determining what talking points have the most value and then hammering on these points and their variations.

"Particularly in selling machinery this principle is not used to a thousandth part it might well be. For instance, an electric flatiron is placed on the market. The man who designs that flatiron knows the product

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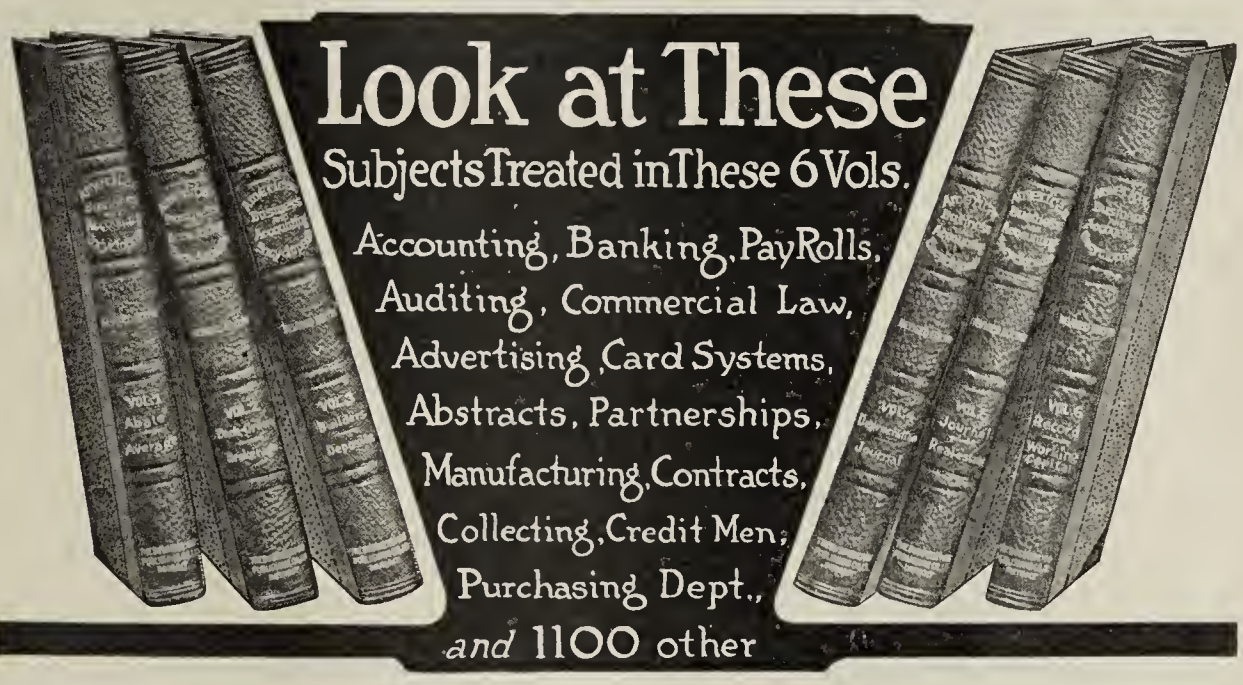

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The Business Man's Publishing Company
Detroit, Mich.

Gentlemen:—
Herewith is my $1.00 for which kindly send me The American Business and Accounting Encyclopaedia in six volumes, express prepaid, for 10 days' free examination. If the books are not satisfactory and I want to return them I may do so and you will remit my $1.00.

Your LOOSE LEAF System
Needs BLANKS, BINDERS, INDEXES, Etc.
THAT ARE MADE RIGHT
Send Your Forms for Quotation to
Central Loose Leaf Company
SPECIALISTS
Benton Harbor, Mich.

Do Away with the Truss
New Appliance invented guaranteed to retain rupture comfortably at all times
SENT ON TRIAL
It is a well-known fact that while great improvements have been made in almost every conceivable thing to lessen the burdens of afflicted mankind everywhere, and to make the sufferer more comfortable, the undisputed fact still remains that ruptured men who are not only disqualified for work, but are also suffering untold misery and are at each moment in danger of death, have been absolutely compelled to wear the same old, ungainly, cumbersome, torturous trusses that their forefathers used in the Dark Ages.
The pad or device that is applied to the rupture is the all important feature of any mechanical arrangement for retaining rupture. Nearly all the trusses of today consist of a pad of wood, hard rubber, or felt attached to a band of steel or cloth with great pads on the back which necessarily press upon and often disease parts of the body that before were in a perfectly healthy condition.

C. E. BROOKS, the Inventor of the Rupture Appliance.
The Brooks Appliance is fitted with an AUTOMATIC AIR-CUSHION which follows every movement of the body, always covers the ruptured spot and is always where it should be to do the most good. The part of the cushion which comes in contact with the skin is soft, pliable gum rubber. It clings closely, so that irritation and slipping is impossible, and yet it is cool and comfortable because of the constant circulation of air through it. It is simple of construction, so there is nothing to get out of order—nothing that can break.
We are selling this Appliance under a positive guarantee of money refunded if not satisfactory. We do NOT guarantee to cure any more than any doctor will guarantee to cure his patient. We DO guarantee to furnish a perfect fitting Appliance, one that will give the wearer solid comfort and retain the protrusion at all times and under all circumstances.
The purchaser is the sole judge of the efficiency of the Appliance, and if for any reason whatever which does not have to be furnished us, it is returned, the price will be refunded in full. Thus you see it is sold strictly on its merits.
This Appliance is endorsed and adopted by thousands of physicians, and we can furnish references and recommendations in any county or city in the U. S. A. The United States War Department has purchased quantities of our Appliances for hospital use during the past eight years, and this fact alone stands out as greater proof of its efficiency than any argument we could advance.
Further information regarding the Appliance, rules for self measurements and catalogue sent Free in sealed envelope.
BROOKS APPLIANCE CO.
1532 State Street Marshall, Mich.

from the maker's standpoint; he is interested in what may be termed the electrical side of the proposition. He is inclined to feature the fact that it is an economical work engine; that it turns a minimum of electricity into a maximum amount of usable heat. Such is the standpoint from which he designed it, and if he has anything to do with the sale, the maker's side of the proposition is what he talks.

"The sales manager, on the other hand, is concerned mainly with the selling points. Of course he wants to know that the product will back up all claims and stand up in competition with all other similar products, but in the main his concern is with the points that will make the most economical sale.

"As an example of what a test shows, we found that in many cases design has a great deal to do with the sale of our products to women. If a flatiron is designed along artistic lines, looking good to the eye, this is one of the leading selling points, from the sales manager's standpoint. Curiously enough, the second selling point in value with us is cost per working hour. And this economy of operation needs to be played up—not in the abstract—but specifically. The best selling point dealing with economy is found to be the statement that a three hour's ironing can be done for three cents.

"In our selling scheme we have classified our selling points and arranged them in the order which experience has shown us will most readily make the sale, so that it is possible to draft up a selling campaign from the result of our tests with the certainty that it will pull.

"Where sales are being made for specific purposes, as to photographers, the main point in making the sale is to base it on the different uses that such an iron has around a photograph gallery. A specific illustration showing how photographers use an iron in mounting photographs, as an instance, has a high sales value in putting out a letter and circular to a list of photographers."

PRINCIPLE VII.—Use "Detail" Tests on Small Lists

"THE RIGHT basis on which to conduct a try-out system," says the "scheme" man of a Chicago mail order house, "is to determine as quickly and at as small cost as possible, which of a number of plans will get the business.

"We have gotten try outs down to an exact basis so that we can tell within thirty days after a campaign has been planned, what is the best line to push. To determine this, we prepare at least ten selling schemes as different as possible and cover them carefully with letters. These letters are prepared in groups by different men. I prepare a number of them myself, several department heads get out a number; two or three outside men who regularly do work for us prepare others.

"As our list numbers several million names, it is possible to secure fairly accurate results by putting out from one to five thousand of each of the letters on similar lists.

"A good part of making a try out exact is to be very sure that the lists are similar. The names on try-out lists should not only be drawn from similar localities, but should in all cases be made up of customers who have purchased approximately the same amount of goods in the same way. For instance, in selecting names for try-out purposes, we take names of people in the same geographical group of states, as the North Atlantic group or the Middle Western group. Then the record cards are scanned very carefully to determine whether the patron is a regular patron, buying every few months in approximately the same size orders, or whether he can be relied upon in a large order every six months or a year. As a general thing the patron who buys in small lots and regularly makes the best try-out prospect, for he is fairly sure to respond. By knowing what percentage of responses should be received from such a list, as sixty per cent, this figure can be taken as a basis for determining the relative merits of the different try-outs.

"The try-out just described is what we term a 'detail' try-out and is used after it has been decided to put the scheme on. To determine whether or not the scheme itself is worthy of use, usually considerable leeway is given the scheme man in determining whether or not it is advisable to use the scheme at all. Sometimes he makes a personal canvass himself to determine whether or not a scheme can be made to go; and other times he asks an appropriation of several thousand dollars for investigation purposes and then tries the scheme out just as though it were surely to be accepted.

"Questions of policy, as a matter of fact, are the only ones that can not be submitted to the try-out. Chicago mail order houses, as an example, have heavy sales in New York City, yet they do not sell goods in Chicago. This is a matter of policy. It would obviously be impossible to try out and see whether it would pay to sell goods in Chicago, as this would mean the violation of an old-time rule, and in case the try-out failed would bring all the evil results with none of the profits. Other than questions of policy, however, the try-out stands supreme as a money maker, a money saver and means of determining what to do in order to get the business."

Make Men Think YOUR Way

Everything that heart can desire, mind can wish for or money buy, is yours, once you grasp the "How" of making others think your way and do your will.

The men who have made their way to the top—apparently despite the greatest handicaps—have known the secrets of persuasion—how to make others do as *they* wish. The mastery of the ability to persuade and convince is the greatest asset the business man can have—greater even than unlimited capital, for persuasion and conviction turn opportunity into capital. Persuasion not only brings prestige—*it gets the money.*

YOU Need "How to Persuade and Convince" in Your Business

Managers need persuasion in meeting the public, pleasing dissatisfied customers, making sales, holding help, addressing boards of directors and business meetings and generally advancing their own interests. Management is applied persuasion.

Salesmen constantly need to persuade and convince uninterested prospects, originate and play up the best talking points for the line, and meet the prospect's ever-ready objections. Salesmanship is personal persuasion and conviction.

Sales Managers must have full mastery of persuasion in hiring and holding men, instructing salesmen, originating new selling points and arguments, writing inspiring letters, addressing conventions—and in a thousand other ways.

Advertising Men The advertiser must persuade on paper; he must be able to originate, adapt and prepare selling points and arrange them so as to bring in the money. Advertising is written persuasion.

Adjusters Placating a disgruntled customer and turning him into a friend of the business calls for a high degree of persuasive power.

Collectors The collector must "get the money"—and yet not offend or antagonize. This calls for marked skill in persuasion.

Buyers meet salesmen advancing the latest buying arguments and need to be thoroughly equipped in order to buy rightly and not overstock, or underbuy.

Stenographers need to know the principles and methods of persuasion and conviction in order to do good work and prepare for advancement.

Accountants The accountant who is looking forward to advancement or an executive position needs to study persuasion and conviction in order to be able to meet and convince men when the opportunity presents. Many a bookkeeper occupying a subordinate position would be able to rise were he to study the principles of persuasion.

Retailers Retailing is the practice of persuasion based on the ability to make the purchaser desire the goods in stock. The retailer who can convince can grow—and profit.

Bankers The difference between bigness and bankruptcy in banking often rests on the banker's ability to inspire confidence—a part of persuasion and conviction.

Attorneys The attorney for a business uses persuasion applied to law and business. His law he learns from law texts; his business persuasion and conviction he can acquire from this work.

Correspondents With the letter as a medium the correspondent must persuade his prospect list to respond to his written appeals; he must persuade and convince by mail—often a most difficult matter. Skilled correspondence is dictated persuasion.

You Can Now Master *the* Principles *and* Practice *of* Persuasion

Before this time it has been possible for a business man to adopt the methods of other successful men; it has been possible for the salesman to repeat the arguments prepared by the sales manager; it has been possible for the salaried employee to use some arguments as to why his salary should be increased. But never before has it been possible to get behind the scenes and learn exactly how the great arguments on which businesses have been built, the great selling talks which have closed many a hard-won sale, have been prepared. Never before have the methods been put in print, to which the greatest business men in the world, as well as the boy beginning his business career, can turn and learn how the great masters of persuasion work. These secrets have been too valuable—too carefully guarded—so that until now only hints of what is here plainly explained have ever come to the public gaze. They are now brought together in a handsome, 212-page, cloth-bound volume, by B. C. Bean.

Mr. Bean *a* Noted Authority *on* Business Persuasion

"One of the clearest and most forcible writers on the science of business in the world today," is how Glen Buck, Advertising, designates B. C. Bean, the writer of "HOW TO PERSUADE AND CONVINCE." Mr. Bean has been noted as a business writer and an authority on business for years. He is widely known as Editor-in-Chief of Webster's Imperial Dictionary; has lectured on salesmanship and selling campaigns before the great universities; over a million dollars' worth of his business books have been sold; he has been paid as high as $100 per day for business counsel, while he has received $2,500 for the preparation of copy for a single booklet.

In "HOW TO PERSUADE AND CONVINCE," Mr. Bean takes you in behind the scenes and shows you—plainly—clearly—fully—how business persuasion is originated, arranged and applied. He has taken the time and money to produce something different—something telling the "how" and "why" of business persuasion, so necessary to the salesman, correspondent, advertising man—for every business man whose work it is to influence others.

Then—in addition to this unworked mine of sales information—is added the magazine BUSINESS—the big magazine for the man in office, store or factory. From one pointer in BUSINESS—from one idea in "HOW TO PERSUADE AND CONVINCE"—you may get one principle, method or suggestion worth hundreds of times the two dollars asked for twelve big numbers of the magazine and over two hundred pages of this new work showing the how and why of business persuasion and conviction.

We have secured the exclusive right of publication of Mr. Bean's new volume; it can be procured only from us.

SPECIAL OFFER: For two dollars we will send you BUSINESS for one year (if now a subscriber your subscription will be extended twelve months) and Mr. Bean's work, "HOW TO PERSUADE AND CONVINCE," all charges prepaid. Use the coupon if you wish, but send TODAY, as the offer will shortly be withdrawn.

What Some Who Have Tested This Work Say

Mr. J. P. Petersen, Grand Vice Chancellor, K. of P., Domain of Minnesota, a clever orator and experienced business man, says:

"The man who gets up before an audience or talks for business these days has to have something to say. And he must know how to say it or he will surely fail. He must use his persuasion at all times in order to make his point, whether he is addressing a fraternal gathering or getting the talking points together for a selling proposition. Mr. Bean's 'HOW TO PERSUADE AND CONVINCE' is a great help to any man who uses persuasion and conviction."

Mr. Ralph E. Noble, Manager of Sales for the Morgan-Gardner Electric Company, Chicago, says:

"I have sold one of the most difficult products to introduce—coal mining machinery—in the coal mining districts of the United States, England, Germany and France and have used a great number of the principles arranged and classified in 'HOW TO PERSUADE AND CONVINCE.' It is a splendid work for the salesman and sales manager."

One of the most up-to-date retailers in the middle west is Mr. Frank B. Lomas, of Lomas & Farnsworth, who says:

"The country retailer or the clerk who dips into 'HOW TO PERSUADE AND CONVINCE' now and then, and takes some of its methods home to himself and his work, will have no difficulty in holding his trade and closing his share of the business. It is the greatest business text that has ever been written."

Among the many managers who have favorably commended "HOW TO PERSUADE AND CONVINCE" is Mr. C. A. Ransom, who writes:

"Confirming my wire, send ten copies of 'HOW TO PERSUADE AND CONVINCE' to my New Orleans office for my salesmen. It is the *only* work on business persuasion I have seen, and has the merit of telling money-making business facts in a graphic style."

The Business Man's Publishing Co.
Detroit, Mich.

Please forward me ***How to Persuade and Convince***, and ***BUSINESS*** for one year, for which I enclose $2.00.

I am { now / not } a subscriber.

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Classified Advertisements

ADVERTISING SPECIALTIES

GUMMED LABELS, ADVERTISING STICKERS, 3000 $1.000, Advertising Specialties. Catalogue FREE. MacTaggart, 1235 Arch, Philadelphia, Pa.

AGENTS WANTED

AGENTS WANTED QUICK--Clean, legitimate money-making proposition. No space for explanations. Write for full particulars and exclusive territory. Krueger Mfg. Co., Dept. 12A, 167 W. Washington, Chicago.

AGENTS—PORTRAITS 35c, FRAMES 15c. Sheet pictures 1c. Stereoscopes 25c. Views 1c. 30 days' credit. Samples and catalog free. Consolidated Portrait Co., Dept. 1366, 1027 W. Adams St., Chicago.

AGENTS WANTED—High-class men who can earn big money. Must be of good personal appearance and furnish reference. Our proposition offers an opportunity of a lifetime. Address "BUSINESS," Detroit, Mich.

ARCHITECTS

MY HOME BUILDER'S PLAN BOOK of residences, bungalows and cottages. Full of ideas. Sent postpaid, 25c. Full blue prints and specifications, right price. Jens C. Petersen, Architect, Room 92, 3030 Woodward Ave., Detroit, Mich.

BOOKS

"THE BOOKKEEPER'S DELIGHT"—Wold's New Trial Balance System and Lessons in Rapid Calculation. Labor Less, Accomplish More. Prepaid, $1. L. M. Wold, Cedar Rapids, Iowa.

BUSINESS OPPORTUNITIES

"GET OUT OF THE RUT." Make $15 to $50 a week during a few hours of spare time at home. Get the big profits in the mail order business. Represent the manufacturer. No canvassing. I want ambitious fellows to handle my "latest" and the increased output of my new factories. I show you my methods are successful before you start business. Personal coaching and warehouse privileges free to co-workers. Write now for copyrighted plans, "whole truth," positive proof and sworn statements. J. M. Pease, Gen. Manager, J. M. Pease Mfg. Company, 575 Pease Bldg., Main St., Buffalo, N. Y.

—ARE YOU EFFICIENT?—

HOW SALARY IS INCREASED, higher wages secured, advancement assured, your condition bettered. Our membership is growing amazingly and is destined to become world wide in influence and benefits. All departments headed by experts to aid members in every line of work and industry. Every problem handled individually. If benefits fail service is free of all charge. Present enrollments at $1.00 will include league badge. Write fully and get best results. Address Box 500H, World's Workers' Efficiency League, Bratenahl Bldgs., Cleveland, O.

HAVE YOU A SON to start in business? I own 2,000 lots in Southmont, N. C. New town, new railroad. Factories already. Will rapidly enhance in value. Depot near center of lots. Fine place to spend winter. Account of age must have active man take half interest; one who can invest $15,000 to $25,000. Reference: U. S. Senators L. S. Overman, F. U. Simmons, Washington, D. C., and J. W. Gulledge, Pres. Southern Savings Bank, Wadesboro. Address John T. Patrick, Wadesboro, N. C.

WANTED, FOR GROWING AGENCIES—Men and women who wish to build a permanent independent business. L. & W. hose and silk neckwear meet the tremendous demand for sterling quality, and made a reputation that brings repeat orders in a constantly widening circle. Write at once for prices and information. Lander & Watson Hosiery Co., Perry, N. Y. P. S.—We are offering very liberal commissions.

ASK BODE! Anything whatever about the Mail Order Business. Enclose 25c and if my advice isn't "surprisingly" satisfactory I will "immediately" refund your money. I write "Result" literature reasonably. J. Bode, 561b Main, Hartford, Conn.

BE INDEPENDENT! Start a mail order business in your own home. We tell you how, and furnish everything needed wholesale. An honorable and profitable business for man or woman. Particulars free. Many make $3,000 a year. Murphy Mfg. Co., South Norwalk, Conn.

WE FURNISH YOU CAPITAL to run profitable business of your own. Become our local representative and sell high grade custom made shirts, also guaranteed sweaters, underwear, hosiery and neckties, direct to homes. Write STEADFAST MILLS, Dept. 15, Cohoes, N. Y.

IF WE would give you a 40-acre farm free, along our line of railroad, would you be willing to tell your friends about our land opening? For particulars, address Mr. J. B. Clark, Land Commissioner, Live Oak, Perry & Gulf Railroad Company, Box 184, Live Oak, Florida.

Business Cartoons

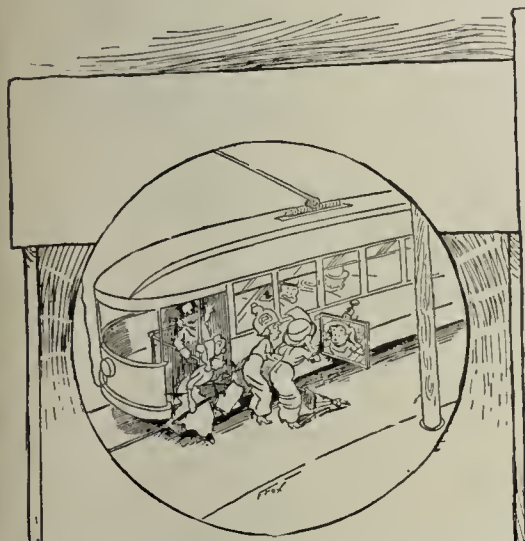
KNOX GIVING IT AWAY
—Louisville Courier Journal

HE KNOWS WHERE HE'S GOING—AND HE'S ON THE WAY!
—New Orleans Democrat

WILL HE SPOIL THE BIRD'S SYMMETRY?
—Kansas City Journal

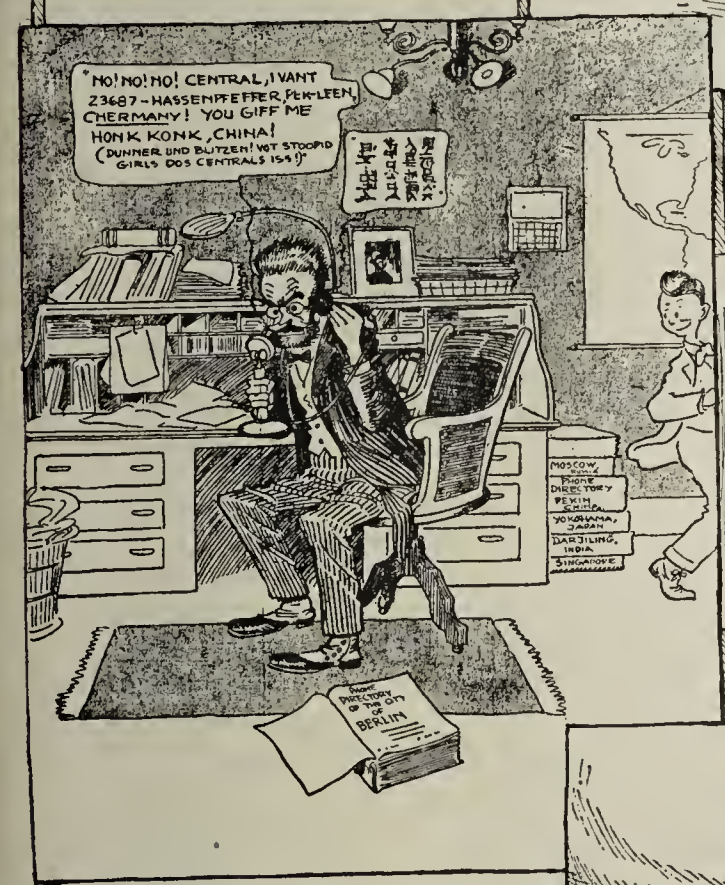
TEARING DOWN THE TARIFF WALL —Nash in Detroit Journal

of the Month —



A SIMPLE DEVICE THAT WOULD MAKE THE DEAR THINGS QUIT GETTING OFF BACKWARD
—Fox in Chicago Post

"PRETTY GOOD FOR A STARTER, EH?
—Philadelphia Record



THE PARTY IN A HURRY
—Morris in Spokane Spokesman-Review

WHAT WE MAY EXPECT NEXT—NOW THAT WE CAN TELEPHONE FROM NEW YORK TO SAN FRANCISCO
—Oklahoma City Times

A BUSY LITTLE PUSHER
—Toronto World

Classified Advertisements

(Continued)

BUSINESS OPPORTUNITIES

TURN YOUR SPARE TIME INTO MONEY—We are manufacturers of patented specialties and with our 10 years' experience in the Mail Order Business are in a position to start you on a sound basis. Everything furnished; large profits; small investment; quick returns; no canvassing; $15 and more weekly easily made at home; personal assistance, free advertising and new ideas assure your success. Send for positive proof and free booklet, "Mail Order Facts." PEASE MFG CO., 68-70 Broadway, Dept. A-8, Buffalo, N. Y.

ONE REPRESENTATIVE in every city and town for a New York corporation; spare time only required; substantial income for right man; excellent references essential. Daily Credit Service Corporation, 145 Nassau St., N. Y.

START A CREDIT REPORTING BUSINESS—Every merchant needs and will pay for this service. You will make money. Field new and white for the harvest. No capital required. Ask for FREE Booklet. National Protective Service, Uhrichsville, Ohio.

ADVERTISERS! Mail Dealers. Our Advertising Guide gives rates, circulation of 2,000 Different Publications. Includes 30 Mail Order Plans. Sent complete, 10c. Dearborn Advertising Agency, 503 Franklin Bldg., Chicago.

YOU CAN WIN—In Business, Real Estate, Salesmanship or Law. Free booklet, "How to Win." State preference. Address American Education Ass'n, San Francisco.

COLLECTIONS

LEARN to collect money. By a sure, easy system. Income $1,200 to $5,000 a year. Quick results. No capital required. Instructive book, "Skillful Collecting," free. National Collectors Ass'n., 380 Park Place, Newark, Ohio.

FOR MEN

SEND 12c FOR "SEXUAL PHILOSOPHY," CLEANEST, BEST, most instructive sex manual published; teaches, not merely argues; write today. "HEALTH-WEALTH." Publishers, Lawrence, Massachusetts.

HIGH GRADE HELP

RAILWAY MAIL CLERKS WANTED—$900 first year, promotion to $1800. Examinations May 3 in every state. Common education sufficient with my coaching. Full information free. Write for booklet V 3. Earl Hopkins, Washington, D. C.

FREE ILLUSTRATED BOOK tells of about 300,000 protected positions in U. S. service. Thousands of vacancies every year. There is a big chance here for you, sure and generous pay, lifetime employment. Just ask for booklet S-3. Earl Hopkins, Washington, D. C.

I WILL START YOU earning $4 daily at home in spare time, silvering mirrors; no capital; free instructive booklet, giving plans of operation. G. F. Redmond, Dept. AD, Boston, Mass.

INSURANCE

ACCIDENT INSURANCE—Sold direct to business and professional occupations at actual cost. No agent will call. NEW $5,000.00 Policy covers ALL kinds of accidents. $25.00 weekly if disabled. We save you one-half. Are you insured? Drop a line for particulars. Box 9H-409, Cincinnati, Ohio.

LETTERS

BRILLIANT "Sales Letters" and advertising copy, by an expert. John McCoy, 17 Elm Street, Danbury, Conn.

TWELVE COLLECTION LETTERS, $1.00. Six collection letters, 50c. Stamps accepted. Multigraphing Letter Co., 1012 Coal Exchange Bldg., Wilkes-Barre, Pa.

LETTER SPECIALISTS

MY LETTERS can increase your profits; let me demonstrate. Tenth year. H. A. Stern, Monticello, N. Y.

LOOSE LEAF DEVICES

EVERYBODY SHOULD CARRY a Loose Leaf Memo Book. Why? Because it is economic. Send 25c for a sample book, with Genuine Leather covers and 50 sheets. Name on cover in gold 15c extra. Looseleaf Book Co., Dept. X, 81 E. 125th St., N. Y.

MUNICIPAL AND CORPORATION BONDS

BUY 6% Conrad City, Montana, Water Bonds. Recommended by bankers. Write for circular. L. N. Rosenbaum & Co., Municipal and Corporation Bonds, 246-250 Haight Building, Seattle, Washington.

Classified Advertisements
(Continued)

OFFICE EQUIPMENT
COMPLETE and Expensive Catalog of Blank Books, Loose Leaf Ledgers, Binders, Office Supplies, Office Furniture and Filing Cabinets sent gratis when request is written on firm's letterhead. A. W. McCloy Co., Office Outfitters and Printers, 642-4 Liberty Ave., Pittsburgh, Pa.

PATENT ATTORNEY
C. L. PARKER, PATENT ATTORNEY, 992 G. St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

PATENTS, TRADE MARKS AND PRINTS secured. Free books. Williamson & Williamson, 1325-7 Arch St., Philadelphia.

PRINTING
GOOD PRINTING AT LOW PRICES. 1000 GOOD letterheads, envelopes, cards, billheads, labels, circulars, $2.50. Samples free. Catalogues, booklets and circulars our specialty. FANTUS COMPANY, 521 S. Dearborn St., Chicago.

REAL ESTATE
REAL ESTATE WANTED—Sell your property quickly for cash, no matter where located, particulars free. Real Estate Salesman Co., Desk 39, Lincoln, Nebr.

SALESMEN WANTED
MEN CAPABLE of selling "CHAMPION" Complete Accountant (Fireproof) Combination account system, money drawer, and complete recorder, which when closed is a Fireproof safe. State qualifications. The Champion Register Co., Cleveland, Ohio.

EARN $250 PER MONTH, sell advertised goods. Samples unnecessary. Best contract on earth. Elato Co., Station L. New York, N. Y.

STAMPS—COINS—CURIOS
$4.25 EACH PAID FOR FLYING EAGLE CENTS dated 1856. We pay a cash premium on hundreds of old coins. Send ten cents at once for New Illustrated Coin Value Book, 4x7. It may mean your fortune. Clarke & Co., Coin Dealers, Dept. 6, Le Roy, N. Y.

TYPEWRITERS
SLIGHTLY USED AND REBUILT TYPEWRITERS. All makes. Every part guaranteed. Free trial anywhere. Less than half original prices. Cash or payments. For price list No. 14, write W. A. Whitehead, 183 N. La Salle St., Chicago.

VENTRILOQUISM
VENTRILOQUISM taught almost anyone by mail at home. Send 2c. stamp for particulars and proof. Address A. O. Smith, Room W270, 823 Bigelow St., Peoria, Ill.

An Income For Life

Of $2,000 to $5,000 is now placed within the reach of every man or woman.

¶ We have an easy, practical orchard-home plan that will provide you with the best located Pecan and Fig Orchard, on **easy payments**, that assures alluring returns. All this in a land where the climate and living conditions are ideal, the soil exceedingly productive, markets sure, and where we challenge the whole world to show so superior a class of settlers and investors.

¶ Every man expects some day to start the plan which is to result in permanent work and a generous income, against the day when he is 40, 50, 60 or 70 years old. This is the opportunity you have long sought—a perfect home in the south, or a home in which to spend your summers or winters—and an exceptional investment that presents the elements of safety and earning power beyond any ordinarily presented. If desired you can enjoy the income without ever leaving home, our company will care for the orchard. Nothing can interfere with this source of income, for its rock foundation is a naturally developed resource.

¶ YOUR PATH TO HEALTH, WEALTH AND HAPPINESS.

St. Andrews Bay Nursery & Orchard Co.
111 Broadway NEW YORK

The CLEARING HOUSE

NOTWITHSTANDING the apparent prosperity and business activity of the past year, the Mercantile Agencies inform us that more failures occurred in the United States during 1912 than in any year since 1893, except the year 1908.

Building Up An Outside Reserve

The Financial Editor of *Current Opinion* says the one reason, which surpasses all others for this constant crop of failures is, in technical language, "lack of working capital." It means that the man who puts all his money and resources into a business establishes a weak business by that very act and leaves himself without a single reserve upon which to fall back in case of a blow.

Almost all successful business men recognize this fact. If they have made this original mistake they usually find it out in the first period of strain. If they can weather that period they begin immediately to build up a sort of reserve bank to carry them through the next crisis. Almost invariably the merchant or manufacturer who has been successful for a long period of years has built up for himself many other sources of strength besides his regular business and upon them he can call in time of need.

Some men accomplish this result by diversifying their business, that is by becoming partners in half a dozen different businesses. Others become stockholders in banks, feeling that the influence so obtained will help them out in case they need help. A third class buys standard stocks and bonds for investment in the business itself. The most usual course, however, is to take a part of the profits of the business and invest it as a personal investment in securities that are immune from the ups and downs of the business itself.

There is of course nothing new in any of these plans, they are all practiced by successful business men and have been practiced for generations. Even such a powerful organization as the Standard Oil Company of New Jersey is said to have a regular policy of accumulating securities of other companies, not with the idea of gaining control, but with the idea of having a very large reserve of invested cash which it could use at its discretion whenever necessary. This collection of stocks and bonds was quite apart from the insurance fund which it carried against its risk of fire and other casualties.

A good many companies and people believe that they are putting this principle into practice when they take a large proportion of the profits of the business and put it back each year in the form of new buildings, equipment or new property. This form of depreciation is an excellent thing, but it does not accomplish the desired result and experience has demonstrated beyond a doubt that the wisest way to build up a sinking fund or a reserve is to put it away into other securities rather than to sink it into the business itself. No matter how safe it may be.

AMORTIZATION TABLE

Annuity which amortizes a capital of $100, at a given rate of interest at the end of a certain number of years.

Years	1%	2%	3%	4%	5%	6%	7%	8%	9%	Years.
5	$20.6040	$21.2158	$21.8355	$22.4627	$23.0975	$23.7396	$24.3891	$25.0457	$25.7093	5
10	10.5582	11.1327	11.7231	12.3291	12.9505	13.5868	14.2378	14.9030	15.5820	10
15	7.2124	7.7852	8.3767	8.9941	9.6342	10.2963	10.9795	11.6830	12.4059	15
20	5.5415	6.1157	6.7216	7.3851	8.0243	8.7185	9.4393	10.1852	10.9547	20
25	4.5407	5.1220	5.7428	6.4012	7.0952	7.8227	8.5810	9.3679	10.1806	25
30	3.8748	4.4650	5.1019	5.7830	6.5051	7.2649	8.0586	8.8827	9.7336	30
40	3.0456	3.6556	4.3262	5.0523	5.8278	6.6461	7.5009	8.3860	9.2960	40
50	2.5513	3.1823	3.8865	4.6550	5.4777	6.3444	7.2460	8.1743	9.1227	50
60	2.2244	2.8768	3.6133	4.4202	5.2828	5.1876	7.1229	8.0798	9.0514	60
70	1.9933	2.6668	3.4337	4.2745	4.9419	6.1033	7.0619	8.0368	9.0216	70
75.	1.9016	2.5855	3.3668	4.2229	4.9009	6.0769	7.0440	8.0250	9.0141	75

Courtesy of Business America.

FEW things are more important in our social economy than is the proper distribution of labor. Employment bureaus are necessary and comparatively few exist that are not badly managed, says F. W. Fitzpatrick in *The American Contractor*. There is no general exchange of information, the fees are heavy, the service rendered not especially good and very many such bureaus have been proven frauds of the worst kind. At best the service is ineffective and extremely local. In Germany the government handles this employment matter very satisfactorily and surely we have equally good and better machinery right at hand in our splendid postoffice service with which to do it.

A National Clearing House for Labor

The lack of a general and speedy exchange of "employment needs information" is apparent at every turn. At certain seasons the farmers, for instance, need all kinds of help and are willing to pay for it, but can't get it; at the same time we see

men walking the streets of our cities able and willing to work at anything, but not knowing where to go for it. And who among us has not wanted something done and wondered how he could secure the service, while just the man for the job might have been passing the door anxiously in quest of employment?

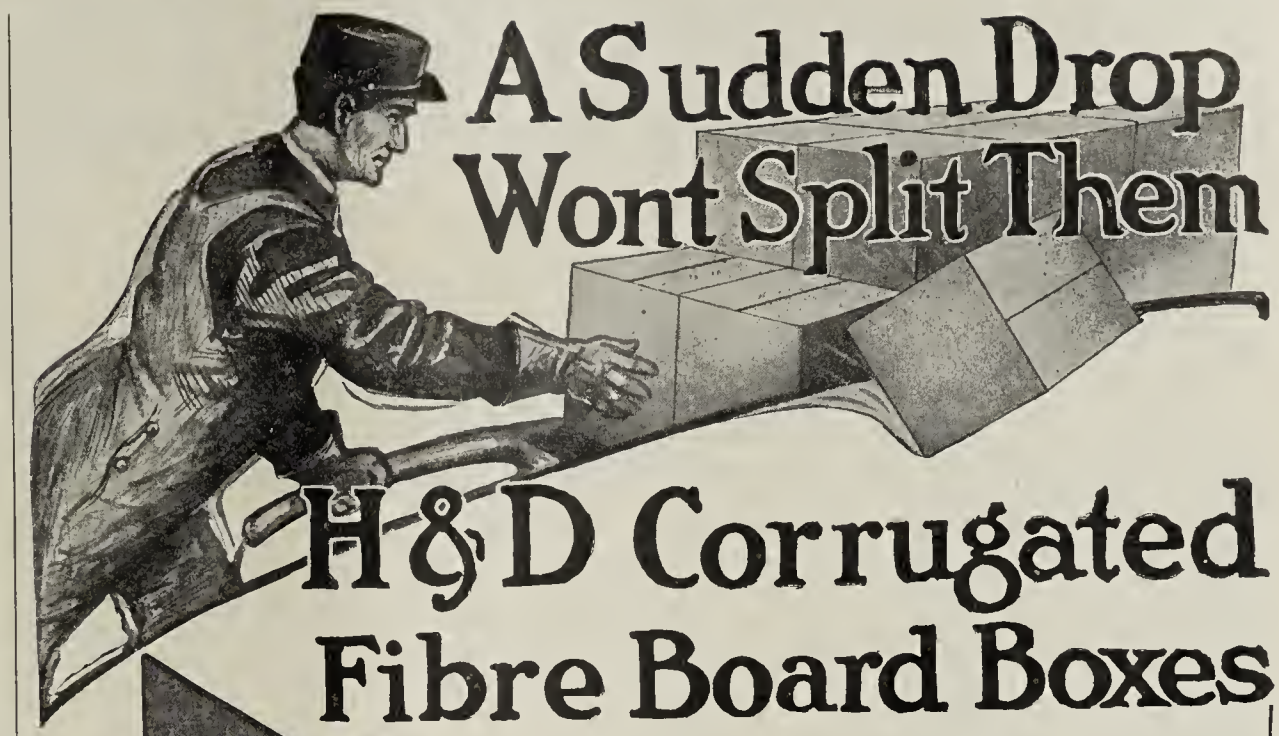
The Postoffice Department is the one that can supply the remedy. It can do it at negligible expense to employer and prospective employe, and yet do so at more than the cost to itself and meanwhile be doing a magnificent service to the people and to the country at large. If anyone wanting work or help could register at any postoffice, a system of stamp payments could easily be arranged by the postoffice experts and the few pennies required for such registration could be fished-up by any man, some way, however hard-up he might be. Access could be had to these registers of employment offered or wanted upon the payment for and cancellation of certain stamps. If local employment only is desired the postoffice work would end there, but if a man wanted to find work at some other place, or if an employer wanted men from some other district, the postoffice, for the requisite fee in stamps, could place that "want" in the postoffice of the locality desired. It would serve as a great clearing house for labor. Even when no particular preference is expressed the Postoffice Department would soon become expert in "feeling" the conditions about the country and would hasten of its own initiative in seeking to forestall the demands that would naturally be made and to place the offered labor where it was most needed.

The Prevention of Accidents

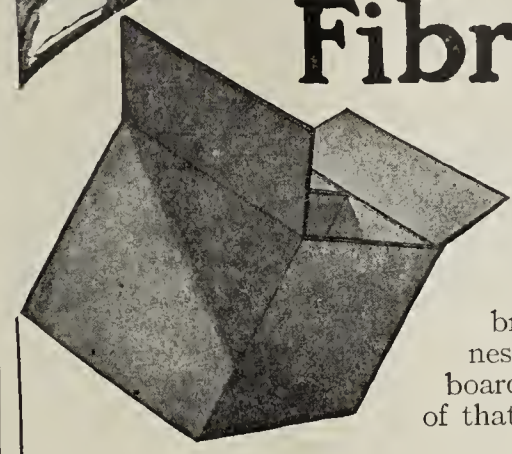
THE principle of Workmen's Compensation which is now being so generally adopted, changes the legal aspect of many accidents, and a corresponding change is rapidly taking place both in public opinion and in the mind of the employer. This principle holds that, for most occupations, a man who suffers injury while engaged in his employment is entitled to compensation, even if the accident is caused by his own carelessness or by his failure to guard against a danger which he knew existed.

Nathan H. Daniels, Jr., writing in the *Public Service Journal,* says the best guide to the recognition of the causes of accidents and the elimination of these conditions is, naturally, the study of past accidents, and here the small plant is at a disadvantage in its work of accident prevention. Accidents have been so infrequent and the causes so varied that the property has no fund of experience to guide it in future work, and many dangerous conditions are allowed to continue uncorrected simply because the employer and his men alike do not realize the hazard involved. Such information can be obtained, however, from the experience of the larger employers and from the reports of state boards or others who have tabulated large numbers of industrial accidents and studied their causes. The small employer desiring to improve the conditions in his own plant must first post himself by studying the experiences of others.

Nails, for instance, cause many accidents, some of which are quite serious. More than one-half of the injuries occurring in connection with building construction are from this cause. From time to time boards containing projecting nails are thrown about and, becoming covered with refuse, are not seen and injure the man who steps on them. Another dangerous practice is that of driving nails into walls, for hanging coats or other material, in such places that they may catch and injure a person passing by or that he may stumble against them. Occasionally a barrel is used for



H&D Corrugated
Fibre Board Boxes



Are appreciated most when they are tried hardest—rough usage that shatters ordinary wooden boxes leaves these light containers unharmed. There's a good reason—H. & D. Corrugated Board is made of two sheets of fibre separated by a corrugated sheet that trusses them with cross braces—like a steel bridge. Thus you get the softness of an air cushion and the stiffness of a wooden board. But you get more. You get all the ***toughness*** of that wonderful material, Fibreboard.

That's it

When you see how H. & D. boxes are made you no longer wonder why they are so wonderfully strong and yet so light—so stiff and firm and yet so soft and resilient—you ***see why*** it is that they stand up under shocks from without that would split a wooden box while within they cushion and protect their contents.

Then, too, these boxes are frost proof, dirt proof and weather proof, and they can't be robbed without exposing the theft immediately. That's enough. But wait—there's more. They are actually ***cheaper*** than wooden boxes and much easier to store, handle and pack. Look at the box itself and you will see ***why.***

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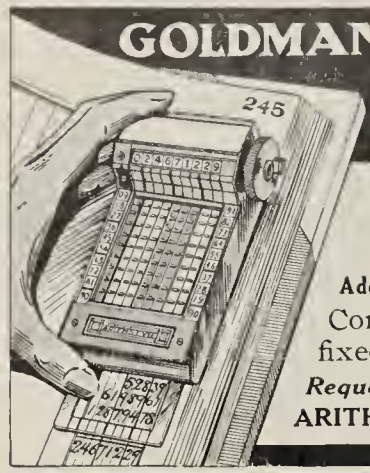
FREE: Here is our offer to any packer or shipper of goods in fair-sized packages. Write us on your regular letterhead giving the size, nature and weight of your product—state how many you pack to the case—and we will plan and make for you a Hinde & Dauch box to fit your requirements. No expense—no obligation. Simply indicate your interest and we will render this valuable service—**free**. Dictate a letter to your stenographer **now.**



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To do the same calculation on *any* other machine would involve *26 turns*—or one turn *for each unit of each figure* in the multiplier. This is the vital difference between the Millionaire and all other calculators, and this same principle of "one turn for each figure" applies to the Millionaire's method of dividing as well as multiplying.

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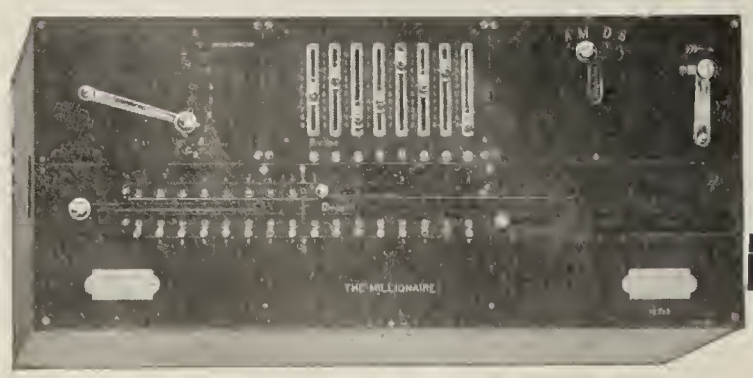

Some "Millionaire" Users

U. S. Dept. Commerce & Labor
Metropolitan Life Ins. Co.
Prudential Ins. Co.
Cleveland, Cinn., Cbi. & St. L. Ry.
American Sugar Refining Co.
Standard Oil Company
International Harvester Co.
American Bell Telephone Co.

storing supplies, and if this is done, care should be taken that the nails around the top have been removed so that persons reaching into it may not be injured.

Platforms or floors raised above their surroundings are another source of danger if men are required to work upon them, particularly if they become slippery from oil, snow, ice, etc. They should be enclosed with fences or substantial railings, and all pits, stairways, hatches, runways, etc., should be similarly guarded, particularly if the location is dark or is likely to be obscured by steam or smoke.

In addition to the possibility of a man slipping over the edge of a platform or opening, there is always the chance that tools or other articles may be dropped or kicked over the edge, or that they may gradually work over as a result of vibration, and fall upon and injure people beneath. This danger can be removed by placing a four-inch coaming or toe board around the edge of all platforms, galleries, openings through the floor, etc.

Moving machinery presents a great variety of dangers, two of the more prominent being exposed gears and set screws or keys which will catch in a person's clothing, and all exposed places should be protected by railings or guards. In the case of gears, the danger can often be minimized by changing the direction of rotation, possibly by the use of an idler, so that the teeth will revolve outward from the point of contact rather than draw in.

Defective ladders are responsible for numerous accidents. The use of even a strong and well-made ladder is attended with some danger, and this is greatly increased if a defect is present. One danger in connection with a ladder is that of placing it on an insecure foundation; hence permanent ladders are at all times safer than portable ones, but stairways are better than either and should be substituted whenever possible. Every ladder found defective should be immediately repaired so as to make it as good as new. If a ladder is so defective that it cannot be repaired, it should at once be destroyed to prevent a man from using it instead of a good one.

The foregoing list is far from complete, as it contains no mention of such generally recognized hazards as emery wheels, elevators, circular saws, etc., but it is sufficient to call attention to the elementary nature of many of the hazards and the simplicity of the remedies.

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Verbal Contracts Don't Go.

Manager—"Then we'll consider that settled."
Applicant—"But—er—what about the contract?"
Manager—"Oh, that's all right. A verbal contract 'll do."
Applicant—"Listen Mr. Blank, the last time I had a verbal contract I drew a verbal salary."

* * *

The Man Who Doesn't Advertise.

Jones—"I'm surprised that you haven't found your dog yet. Why don't you advertise?"
Brown—"What's the use? The dog can't read."

* * *

Not Worth While.

Judge—"Did the prisoner offer any resistance?"
Officer—"Only a dollar, your honor, and I wouldn't take it."

* * *

Force of Habit.

Potash: "Cohen can nefer make a goot goluf blayer."
Perlmutter: "For vy not?"
Potash: "He nefer hollers fore—always he yells dree ninedv-eight."

* * *

The Point of View.

Caller—"How many people work in your office?"
Proprietor—"Oh, I should say roughly, about one-third."

* * *

Mrs. Brown—"About what is your husband's average income, Mrs. Smith?"
Mrs. Smith—"About midnight."

* * *

"Wife, if business continues good—"
"I can have a spring hat; can't I?"
"I was going to say that we would get little Willie an Easter egg."

* * *

Lord Guilford tells a story of a young lady's resource at a bazaar. Business was in full swing when a young man strolled around the various stalls with no intention of purchasing anything. As he passed a large, beautifully decorated stall the young lady seller detained him. "Won't you buy a cigarette holder, sir?" she asked. "No, thank you; I don't smoke," was the curt reply. "Or a pen-wiper worked with my own hands?" "I don't write." "Then have this nice box of chocolates." "I don't eat sweets." The young lady's patience was exhausted. "Sir," she said grimly, "will you buy this box of soap?"
The young man paid up.—*Ideas.*

* * *

Foolish Question No. (?).

It was a very hot day and the fat drummer who wanted the 12:20 train got through the gate at just 12:21. The ensuing handicap was watched with absorbed interest both from the train and the station platform. At its conclusion the breathless and perspiring knight of the road wearily took the back trail, and a vacant-faced "red cap" came out to relieve him of his grip.
"Mister," he inquired, "was you tryin' to ketch that Pennsylvania train?"
"No, my son," replied the patient man. "No; I was merely chasing it out of the yard."—*Saturday Evening Post.*

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Telephone Expert	Window Trimming
Architect	Show Card Writing
Building Contractor	Lettering and Sign Painting
Architectural Draftsman	Advertising
Structural Engineer	Commercial Illustrating
Concrete Construction	Industrial Designing
Mechan. Engineer	Commercial Law
Mechanical Draftsman	Automobile Running
Civil Engineer	English Branches
Mine Superintendent	Poultry Farming
Stationary Engineer	Teacher — Spanish
Plumbing & Steam Fitting	Agriculture — French
Gas Engines	Chemist — German

Name _____
Present Occupation _____
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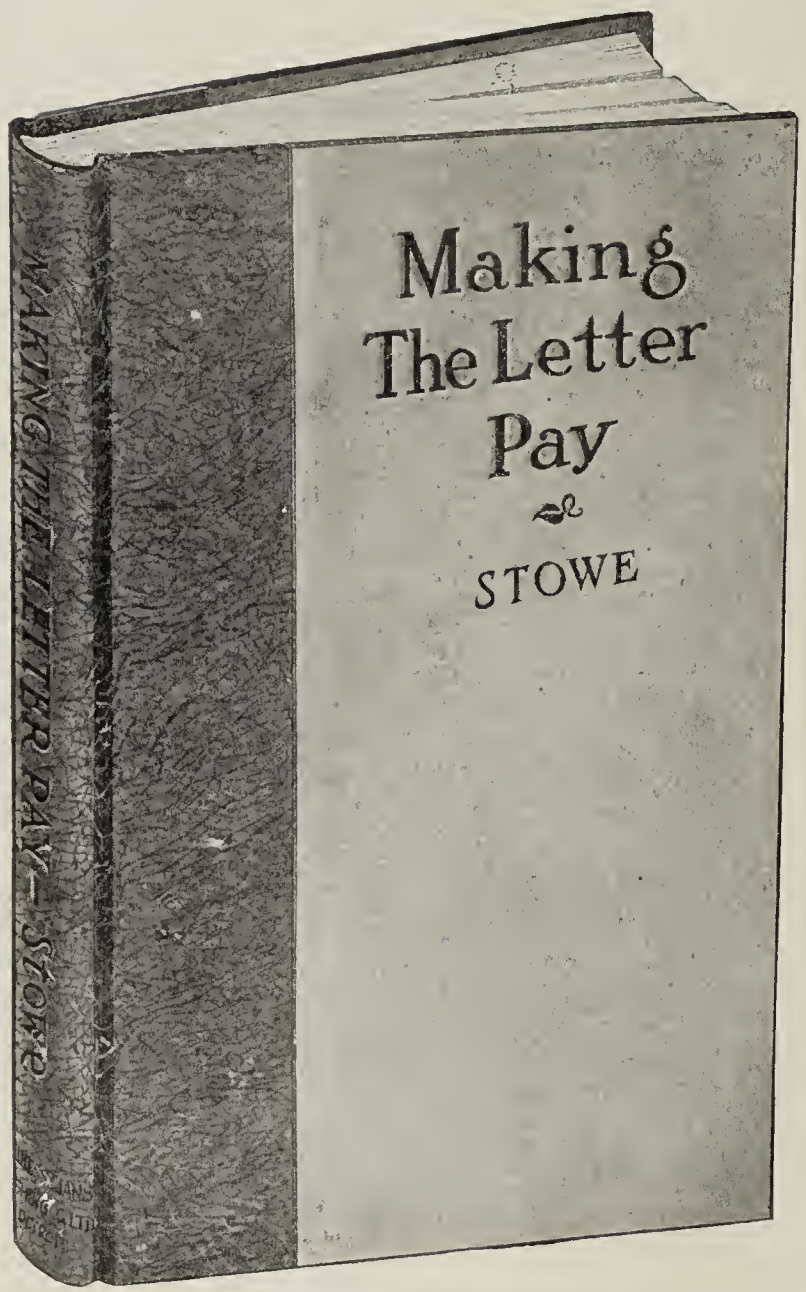

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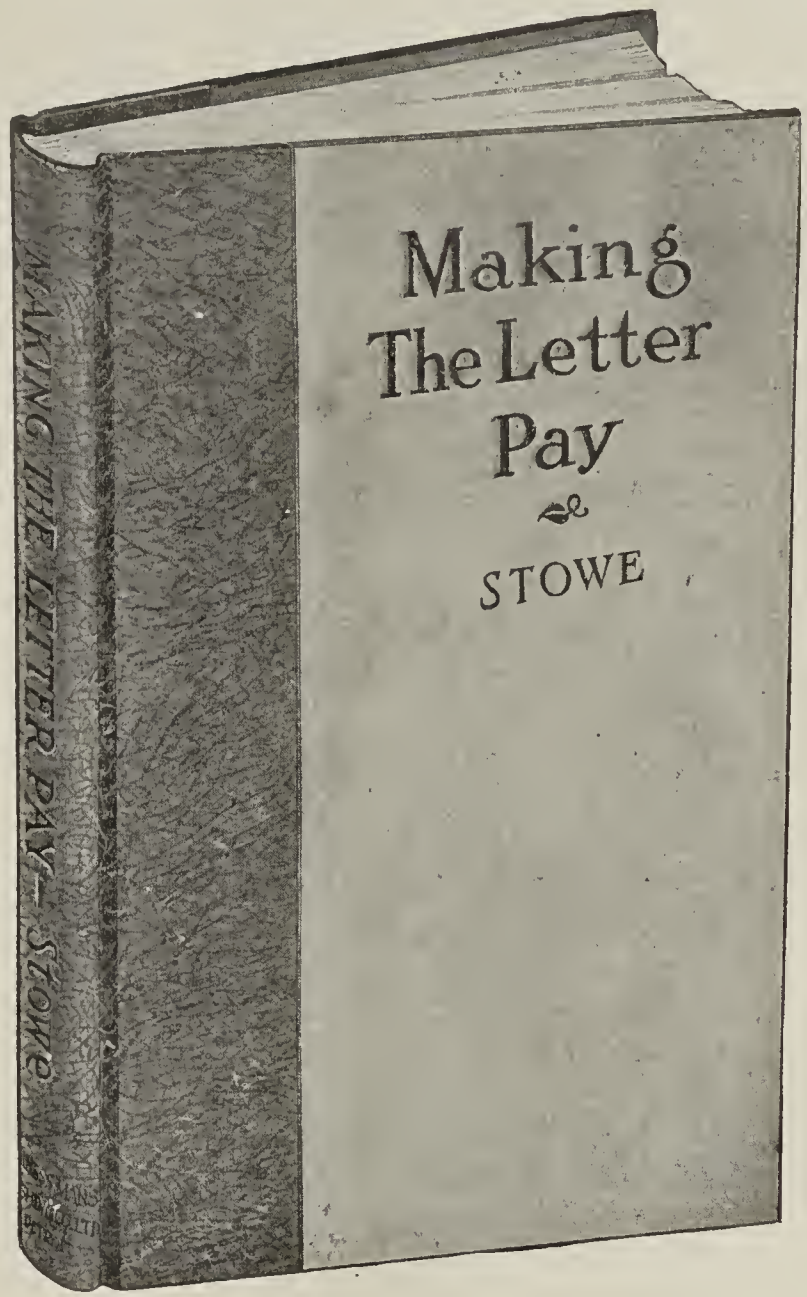

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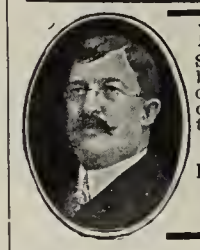

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BUSINESS

The MAGAZINE for OFFICE, STORE and FACTORY

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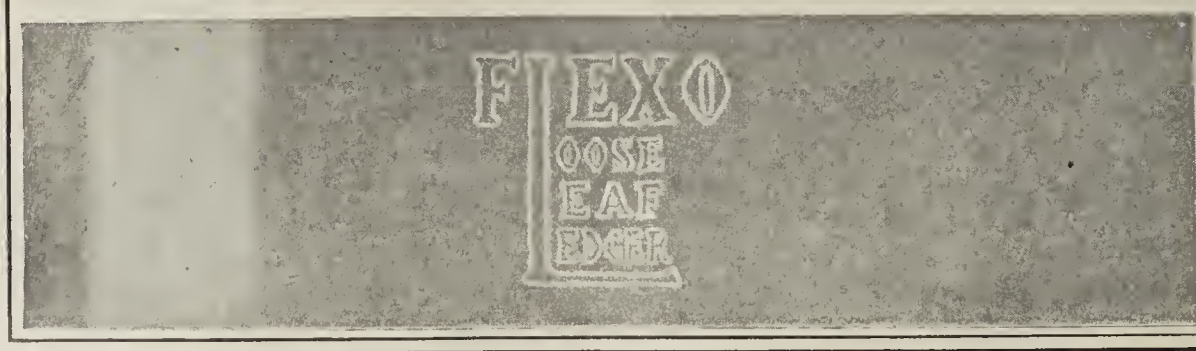


Only the Worker Wins

By Herbert Kaufman

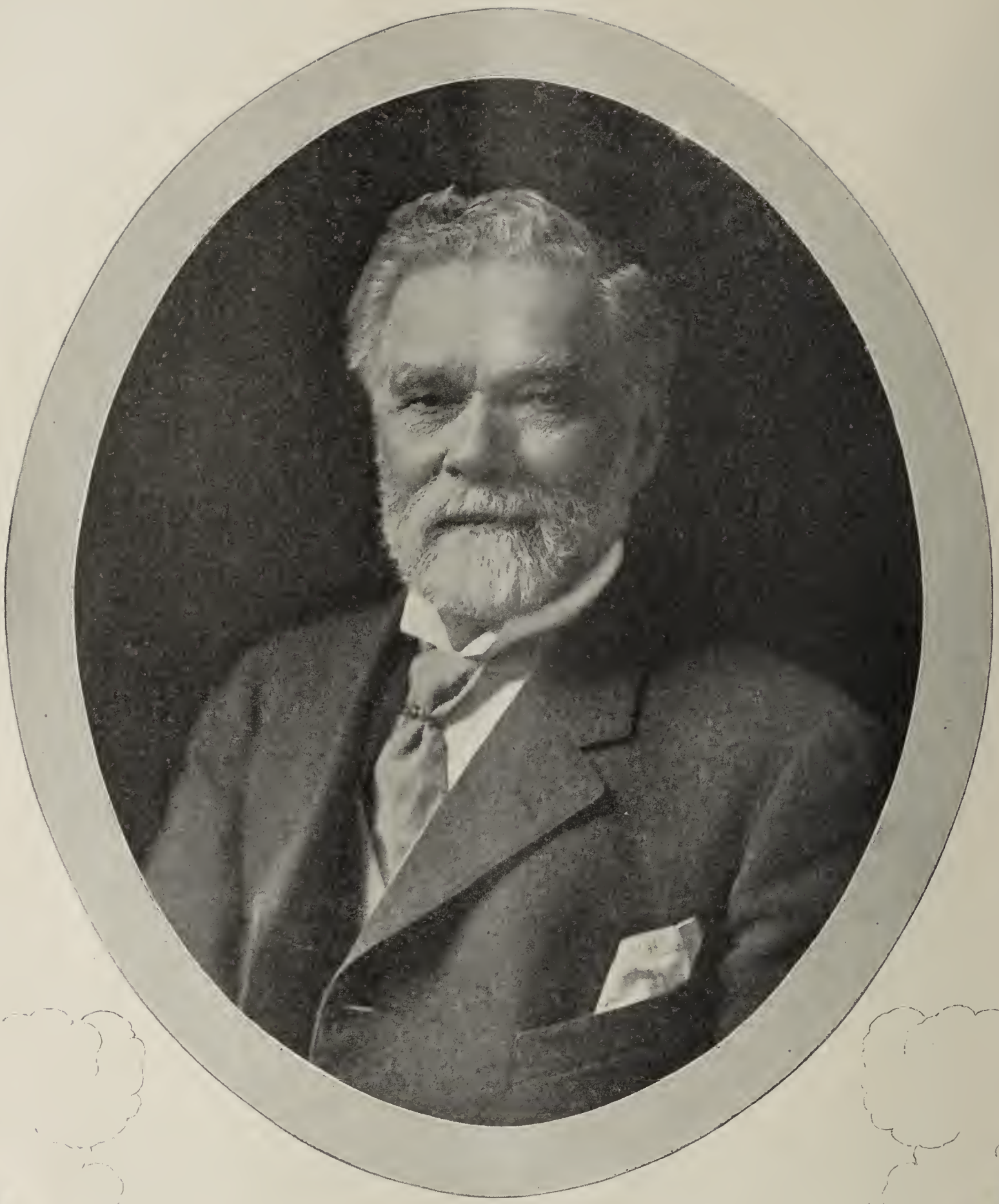
IMPOSSIBILITIES are merely the half-hearted efforts of quitters. The man who won't go through to the finish has finished at the start. If he hasn't pluck enough to hang on, he's a weed in the way of the producer. He absorbs more than he earns. He checks the growth of well-planted endeavor.

THE LAZY MAN is a sterile seed. The winds of fortune may drift him successively to a dozen rich soils, but no matter where he lands, he's useless. Even when he does meet opportunity he doesn't know it. He can't tell the difference between good luck and a case of measles.

THE STEADY, ready worker never complains. He is too busy trying to better his condition. With intelligence backed up by determination not to back down, the only thing under the sun that is impossible, is something that cannot be imagined. When a man is doing his level best, he always finds life on the level. Such a man will raise a growth of fig trees in a desert.

FAILURE is not a disease of locality—it's a personal habit. Anybody can get a steady living out of steady effort. The same clock that ticks off twenty-four hours for one man can't cheat his neighbor. The same laws of right and wrong, the same privileges to do and dare, are open to both. All through the continent, old countries are changing their aspects. The stock breeder who wasted fourteen acres of prairie upon one steer must hand over the land to a newcomer- who can make it support fourteen humans and the steer. Prairie sections which once went begging for buyers at a dollar an acre, are now bearing enough cotton and cane and truck and fruit to raise their value a hundred fold.

HALF OF GREATNESS is grit. The man who looks hard enough will always find enough to re-pay him. Carelessness and indifference and neglect are not timbers for the builder. Fortune has an interstate commerce law of her own—she won't deadhead any one—there are no free passes. Everybody who ever did anything anywhere, had to find the grindstone and run himself against it until it developed an edge that would cut something.



WILLIAM LIVINGSTONE

The Big Booster of Lake Commerce

(See "Men in the Harness," on Page 211)

BUSINESS
The MAGAZINE for OFFICE STORE and FACTORY
Vol. XXX APRIL 1913 No. 4

OPERATING A $13,000,000 HOTEL

Some Facts and Figures Which Relate to the Business Capacity of the Largest Hotel in the World

By Arthur L. Lee
Chief Accountant of the McAlpin Hotel, New York City.

In modern business the term "million" has come to mean but little. Nevertheless when one glances aloft to the twenty-sixth story he is gazing at an investment that represents $13,500,000.

It is doubtful whether any real estate in the world is quoted at a higher figure than the 30,000 square feet that this hotel occupies in the center of Manhattan Isle.

LOBBY

IMAGINE, if you please, a brigade of soldiers marching up Broadway—two regiments at war strength—with field and staff officers, machine gun platoons and mounted scouts.

Upon reaching the corner of 34th street, imagine the commanding officer marching the head of the column into the McAlpin Hotel. In half an hour there are no troops on Broadway—officers and men have been assigned to their rooms, every one is comfortably quartered and there are sufficient attendants and sufficient food to keep the brigade well fed and comfortable for an indefinite period. Of course it is unlikely that a brigade of troops will ever be billeted in quarters so luxurious as the McAlpin contains, but the comparison is a good one for perhaps in no better way can an idea be given of the immense resources of this newest, biggest and most modern hotel.

To compare a hotel with a city "under one roof" is trite, but nevertheless this comparison also is apt, because just so surely as a city has a mayor, a board of aldermen, administrative heads of various departments, financial officers, a department of works, and so on down the scale to the men who sweep the streets, so, too, a modern hotel is governed. But in far greater proportion than exists the satisfied citizen of any municipality in the land, the united efforts of the managers, accountants, chefs,

engineers, maids, waiters and bellhops in this hotel produce the desired result—the satisfied guest.

For every guest there must be a servant is a rule that appears to govern modern hotels—a rule that is borne out in the McAlpin. It can accommodate 2,050 guests, and there are 2,000 employes housed within its walls. In other words, the management has on its hands the welfare of over 4,000 persons, and the vigilance of the management in regard to the housing, safety and comfort of these 4,000 persons is unceasing, for the doors are never closed, the watches relieve each other with military promptness, and at all times an efficient corps of help is available.

In modern business the term "million" has come to mean but little. Captains of industry talk in terms of millions, but a million is a mighty hard thing to visualize. Nevertheless when one stands in front of the McAlpin Hotel and glances aloft to a point where its twenty-sixth story cuts the blue sky, he is gazing at an investment that represents $13,500,000.00. It is doubtful whether any real estate in the world is quoted at a higher price than the 30,000 square feet of space that the hotel occupies in the center of Manhattan. Even the twenty-six stories that tower above the pavement do not represent the sum total of its height. There are four cellars, or sub-basements, which were blasted out of the rocky backbone of Manhattan Isle—a greater quantity of stone than is contained in the great pyramid of Egypt. 13,000 tons of steel were used in the construction. There are seven miles of heating risers, mains and returns; 115 miles of electric light wire; 1,100 bath rooms; a private telephone exchange that is the largest in New York City; a grand ball room that is 46 x 84 feet and 25 feet high. But these are facts and figures which concern architects and contractors far more than they do the guest in the hotel. The average guest knows only that he is sumptuously housed, and that a host of attendants minister to his daily wants. It is only when he steps behind the scenes that a slight idea of the tremendous business capacity and resourcefulness necessary to run a big hotel becomes apparent.

MEN'S LOUNGE

The average guest knows only that he is sumptuously housed, and it is only when he steps behind the scenes that the tremenduous capacity and resourcefulness becomes apparent.

At the head of the hotel, corresponding to a general in command, is the manager. In constant touch with him are his private secretary and stenographers. One step removed from the management is the chief accountant and the controller. These might all be called field officers, and from them depend the ramifications of the various departments by which the hotel is governed.

Corresponding to colonels in rank are the chief engineer, the chef, the maitre d'hotel, the superintendent of service, the head housekeeper and the chief laundry man. Lower in the scale, and corresponding to the rank of captains, are the chief clerk, the information clerks, the clerks who have charge of the mail, keys and rooms, the steamship representatives, heads of the telephone department, wine cellar, pantries, store rooms, bakery, creamery, kitchens, drug store, news stand, telegraph office, ticket office, package department and stationery store rooms; then there is a fire prevention department, a printing plant, a guest laundry and an upholstery department.

Other angles of activities are those in the departments of the steward, the housekeeper, the chief engineer and the paymaster, the power plant, electric plant, refrigerator plant and vacuum cleaning plant —even a silver plating plant; not forgetting the responsibilities of the house treasurer, the cashiers, the bookkeepers, public chaperon, women attendants for the special women's floor, employes of the credit de-

partment and banking department, the public stenographers, house physicians, hospital attendants, hair dressers, tailors, valets, barbers, manicurists and chiropodists, Turkish bath attendants, florist, and the captains, waiters and busses, with which the restaurants are thronged.

In the matter of cooks alone, there is an Arab pastry cook from Cabul, a cook from Vienna who prepares bread and pastry after the Viennese fashion, and a Hindoo cook who can prepare chutneys, rice and sundry East Indian delicacies in a way to win the heart of any Indian Rajah who may chance to visit the hotel.

The Hotel McAlpin makes all its own confectionery, all its own pastry and maintains so many cooks that a special dining room has been set apart for their use. The white caps and aprons, emblematic of the profession of cookery, are all furnished by the house and furnished fresh daily, so that the workers in the kitchen are as immaculate as the white tiled walls thereof. A volume might be written about the kitchen alone. All the cooking utensils are of aluminum and nickel—the coppers are tinned inside and out—an electric "salamander" heats the dishes to just the right degree of temperature before they are sent to the table. A daily report is made showing not only the amount expended for service, but the amount of comestibles issued for portions to the various guests. This checking system is so complete that at any hour of the day or night a balance can be struck showing, for instance, that 568 sirloin steaks were consumed on March 3, 1912, and 521 on March 3, 1913. Then on modern lines of efficiency, the question arises—"Is the appetite for steaks failing, and can a less number of steaks be used for 1914 if a like ratio is maintained?" This system of careful inspection is maintained over even such a trivial matter as horseradish. The hotel grinds its own horseradish, and a record is kept of the quantity used.

A daily inspection of refrigerators is made and a daily record is kept of the quantity of ice consumed and the quantity used in each refrigerator. The water is weighed to get the factor of evaporation, and an every day check is kept on the quantity of coal used.

Another checking system tells the number of thermal units each ton of coal has furnished. The coal is checked from the driver to the bunker, from the bunker to the furnace, and when the last pound of heat is exhausted, the ashes are weighed to ascertain whether each pound of coal has well and truly performed its duty.

A wonderful factor, considering the short time the McAlpin has been open, is its great popularity—a popularity which, it seems, did not have to be sought for. The hotel was opened on December 29, 1912. Ten days later a guest checked out, expecting to leave town. Later in the day he discovered that he could not leave that day, so he returned and asked for the room he had formerly occupied. "Impossible," said the clerk—"I have given it to another guest."

From the day it was opened to the public the lobby and corridors have been thronged by a representative crowd, while the afternoon concerts have become one of the social events in the hotel life of New York city.

That it is not alone the hotel that has catered to an influx of guests is evidenced by the figures taken from the report of the head of the restaurant department for January, 1913. During the month of January 88,890 pounds of meat were consumed by the hotel guests. In other words, this quantity of meat would furnish a day's ration for 71,112 men, giving each man 20 ounces a day, which is what Uncle Sam feeds his soldiers. The same guests ate 9,400 dozens

LOUIS SIEZE RESTAURANT

The restaurant extends along the whole Thirty-fourth Street side of the building and is panelled throughout in natural oak.

In the rathskeller glow the brilliant colors of the Spanish Renaissance while heavy columns and groined arches bespeak the charm and distinctiveness of the Old World.

TERRA COTTA GRILL

of eggs, drank 40,079 quarts of milk and got away with 12,276 pounds of butter.

The index cards, on which the names of guests were written during the month of January, if stacked one upon the other, would make a pile in the air equal to the height of the hotel. The napkins used during the month, if sewn together, would have made a pennant stretching a distance equal to the extreme length of the State of Pennsylvania. These same guests, in a desire to let their home folks know where they were, used 15,000 pounds of envelopes, letter-heads and note heads. The business, social and love letters written in the hotel during the first month of the year required the wielding of 13,400 penholders and 57,600 pens and the consumption of 600 quarts of ink, while hotel employes and guests used 14,000 lead pencils.

A new idea has been conceived and skillfully carried out in presenting to the public the superior service and exemplary comforts at minimum cost. There are hotels which have been featured as being the last word in luxury and refinement—their glories have been portrayed by skillful photographers, and enterprising journalists have written columns of description about the magnificence of their furniture and the regal appointments of their various rooms. In fact, the management of these hotels rather overlooked the plain citizen in their desire to appeal to the luxury loving members of society, and the consequence was that the plain citizen stayed away—afraid of the tax on his pocketbook. This error was foreseen by the management of the McAlpin, and from first to last, by written and spoken word, the impression has been sent forth broadcast that the Hotel McAlpin was a hotel where comfort and luxury could be obtained at a very moderate cost.

MAIN KITCHEN

In the matter of cooks alone there is an Arab pastry cook from Cabul and a Hindoo cook who can prepare chutneys, rice and sundry East Indian delicacies in a way to win the heart of any Indian Rajah.

PANTRIES

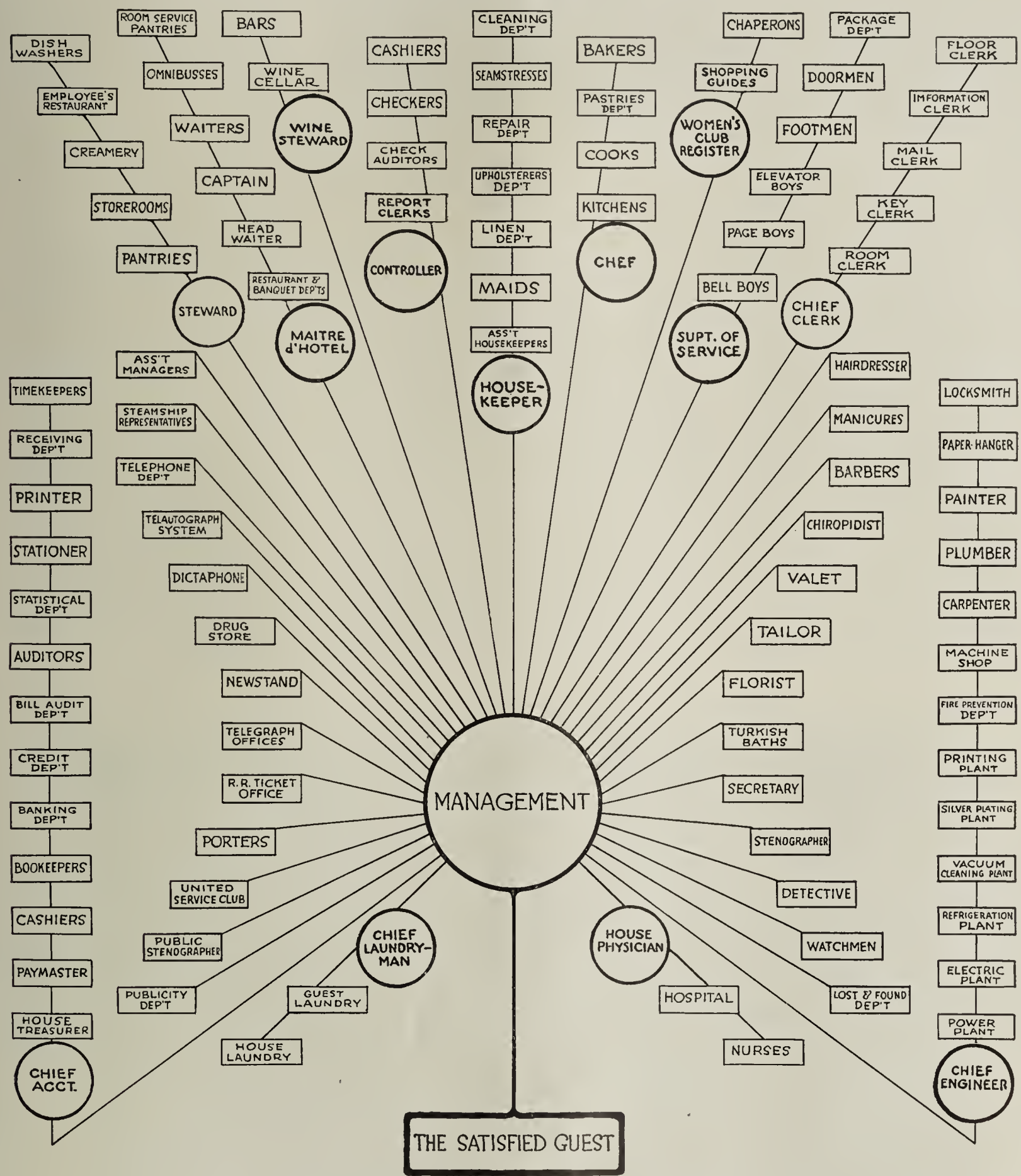
From the beginning it was stated that rooms with running water and bath privileges were to cost $1.50 and $2.00 per day; that rooms with private bath were to cost $2.00 to $5.00 a day, and that small suites could be had from $4.00 to $5.00 a day and up. This new idea in hotel advertising apparently met with the approval of the public. The man who registered knew what he had to pay, and there is little doubt that the tremendous initial popularity of the hotel hinged on this self-apparent fact which other hotel men seem to have overlooked.

The same rule obtains in the restaurant. The elaborate cuisine provided can be obtained at a less cost than in any other New York hotel, and the dining rooms are crowded to their limit daily.

And the elegance and refinement of the Hotel McAlpin charm every guest who enters its doors. The magnificent Louis Sieze dining room became in a day one of the show places of New York. This beautiful restaurant extends along the whole Thirty-fourth street side of the building and is paneled throughout in natural oak, while columns and pilasters are set with mirrors. The walls and

windows are draped with old gold damask, while the ceiling is paneled in rococo designs in gold, and if the atmosphere of Louis XVI fails to awaken the imagination of the guest, he can betake himself to the rathskeller in the first basement —the biggest rathskeller, by the way, in New York. Here glow the brilliant colors of the Spanish Rennaisance, here the light is recessed behind iridescent porcelain, while heavy columns and groined arches bespeak the charm and distinctiveness of the Old World.

In summer the guests can leave the stifling atmosphere of the heated pavement for the roof garden, situated on the very top of this towering building—a roof garden that is twice as high as any other roof garden in Manhattan. Here the visitor has a glorious view of the blue hills of New Jersey and the gleaming waters of the sound and can obtain rest and refreshment amid palms and flowers, while gay music throbs. Here the cooling breezes blow in Summer's heat and here, in Winter, the sun's rays filter through glass to cheer and warm the guest within.



The united efforts of managers, accountants, chefs, engineers, maids, waiters and bell hops produce the desired result—the satisfied guest.

Among the distinctive features of the hotel is the women's floor. It is possible for a woman to register at the Hotel McAlpin and be carried to a floor where there are only women attendants. Shopping guides, chaperons and all of the facilities of

the best women's clubs are available to the guests of the McAlpin who patronize the women's club floor, and there is also a ladies' cafe, which offers a complete restaurant service.

Army and Navy officers, National Guard officers and members of the Diplomatic Corps are especially welcome at the United Service Club, a special feature of the Hotel McAlpin. The club room comprises reading and writing rooms, a lounge and buffet, and officers are given special room rates by the management.

Then there is an information bureau where accurate and immediate information can be obtained relative to the sailing of the next steamer for Honduras or the quickest and best way to get to the Battery. This department is completely equipped with guide books, directories, European railroad folders and illustrated literature pertaining to all lines of travel. Steamers are reported by wireless and representatives of the hotel meet incoming and outgoing steamers.

Another feature of the Hotel McAlpin is the "Sleepy Sixteenth"—an entire floor devoted to the needs of those who must work by night and sleep by day. Even when the noon-tide crowd roars down on Broadway, here is peace and quiet—neither foot fall nor echo is heard on these soft piled carpets—it is the home of sleep for those who need this unique daylight quiet.

The twenty-second floor is sacred to mere man—with its special features of smoking room, valet service, Turkish and Russian baths and swimming pool. Men servants only are on duty on this floor.

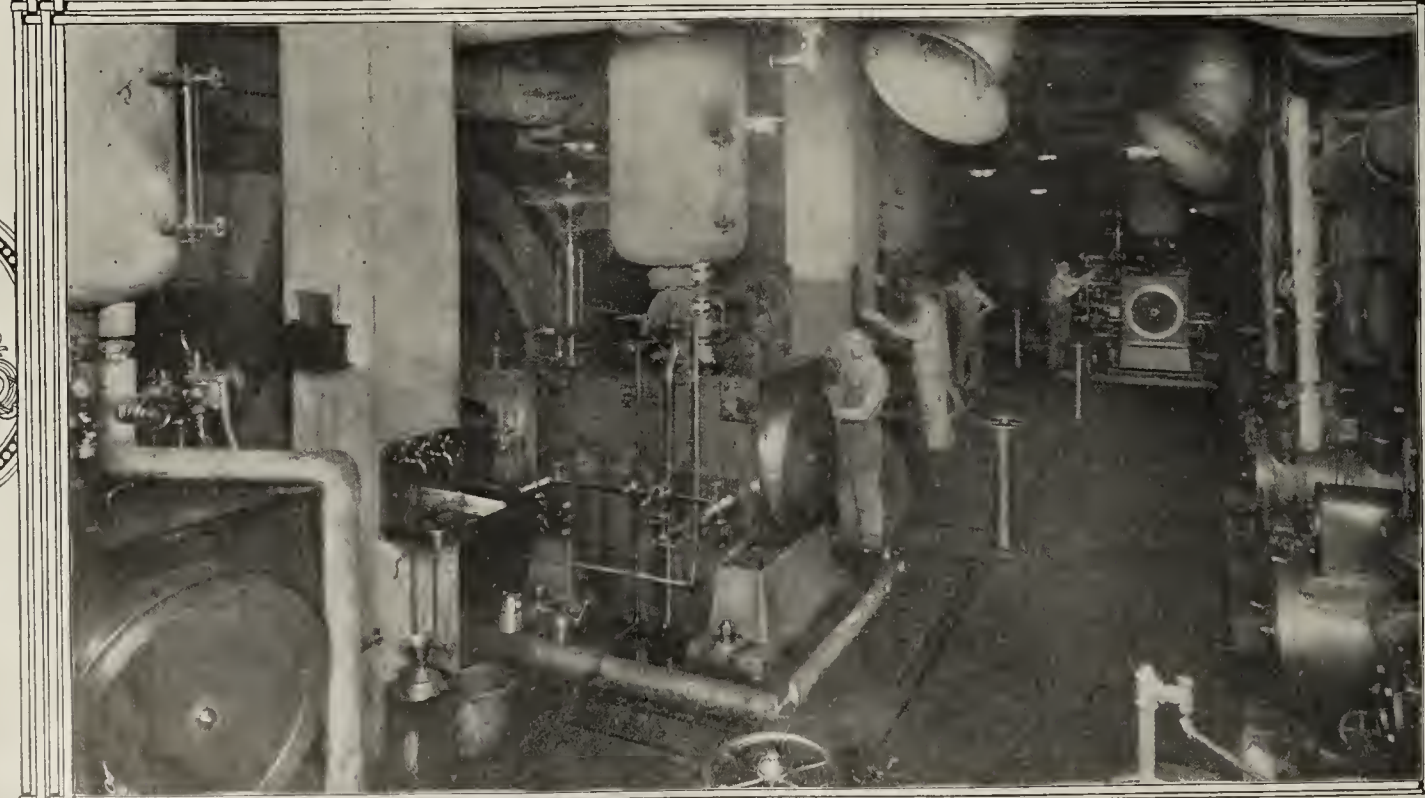
During the building of the Hotel McAlpin entire establishments worked to capacity to supply the demand for rare and beautiful art objects. The lighting fixtures and bronzes of the hotel were made by Bagues Freres of Paris, the largest and most costly installation of bronze work ever made in a hotel. The Herter tapestries hanging in the mezzanine gallery form one of New York's most interesting art exhibits. There are twenty-six panels representing the entire output of the famous Herter looms for a year.

Throughout the building telautograph service has been installed, enabling heads of departments to keep in touch with their assistants. The elevators, of which there are nine, are as reliable as the building—they are of the plunger type of hydraulic elevators, the only kind that is absolutely safe. The fire insurance exchange gives the Hotel McAlpin by far the lowest insurance rates ever granted to a hotel. This tells in the clearest commercial sense the story of its safety.

When the Hotel McAlpin was opened the management, in an effort to tell of its central position, adopted the phrase "Nearer Than Anything to Everything," and this epigramically tells a great truth. The Pennsylvania Terminal is but one block distant from it, the main avenue of approach to Broadway, leading directly to the Hotel McAlpin. The magnificent Grand Central Terminal is but a short distance away, and within ten minutes' walk are three-quarters of the theatres of New York, while the new Martinique, the Waldorf-Astoria, Macy's Department Store, Saks' Department Store and Gimbel's Department Store are but a stone's throw away.

In fact, the proximity of the big department stores and many of New York's largest business houses is a factor in the future of the Hotel McAlpin. It is primarily a practical business man's hotel and it contains sample rooms and facilities for the traveling man better and more commodious than any other hotel in the country. There are miniature stores in which the salesman may take his goods and lay them out upon the fixtures furnished. One of these rooms, for which a nominal rental is charged, is a practical and modern store with fixtures complete.

In fact, the Hotel McAlpin is a business proposition, handled with every modern facility for efficiency and comfort. It is bound to be a successful venture because the knowledge of its excellent cuisine and the comfort and luxury of its appointments have gone out the length and breadth of the land and there is no doubt that the $13,500,000.00 invested will pay a fair return on the investment.



HEAT LIGHT AND POWER PLANT

There are seven miles of heating risers, mains and returns. The water is weighed to get the factor of evaporation, and an every day check is kept on the quantity of coal used.

NEW IDEAS in STORE MANAGEMENT

How One Establishment Has Risen to the Heights

By Warfield Webb

THE recent completion and opening of a semi-department emporium in the heart of Chicago by an old house has proven that the operation of the modern store is so far removed from the store of a generation ago, as to be in a class by itself, and removed to a sphere all its own.

The newest ideas in store management and in the facilities that make this a reality demand more ingenuity than can be summed up in a few words. The customers of today demand scores of considerations and accommodations and conveniences and quality in every department and the qualifications necessary to make successful store operation possible do not come without forethought and careful insight as to what these demands mean. It is a complex whole that embodies experience, capital, knowledge, industry and integrity, to say nothing of hardship, disaster, fire, losses and long waiting. It is a culmination, or, in this instance at least, the topmost height as yet achieved by an organization that has ever stood for progress. The store stands at the corner of State and Madison streets, probably the busiest retail corner in the world, a monument to the thrift, industry and unceasing aim of its founders to reach the goal.

If we were to go back to the early days of this firm's activities, it would carry us back nearly sixty years, to 1855, when the Mandel Brothers began in a very modest way the operation of a store in the city by the lake. This was a two-story building on what was at that time the business center of the city. Five years later we find them moving to larger quarters; the business had increased and the foundation was more secure. They had begun to erect the structure that was destined to make their enterprise a byword for all that is summed up in the words, "industrial progress."

Ten years later there was another step forward and a larger store was marked on the milestones of time. Upward and onward was the incentive here, nd there was at the same time a constant desire to please and to prove to the buying public a determination to treasure its good will. Here, a year later, this store met the fate of thousands of others in the great fire that swept the city in 1871, and left only ashes to mark the last resting place of the metropolis.

But the spirit was not daunted and the fire had only acted as a further incentive to rise again and to go forward with the new vigor that comes with adversity. It was but two days after the flames had swept the city that work on a new and still more commodious store was begun. Temporary quarters were occupied some distance from the burned store, and with its completion there was a new determination and a new desire to grow as the city was destined to grow in the after years.

Only a few years elapsed until another fire had burned out this store with many others in the city, and fate seemed to deal heavily with the struggling enterprise. Adversity only tends to develop the fighting spirit in some men and in this case it was the fuel needed to give zest and greater vim to the future enterprise. Soon the undaunted brothers had moved to the location now occupied, and the ladder of progress was mounted rung by rung as the years followed one upon the other.

There is a style theatre where costly costumes are exhibited to prospective customers on living models.

With a steadfast determination, and a close adherence to the means that makes for this wonderful progress, there was addition to addition made and the buildings arose with almost unbelievable rapidity. In 1901 the store was extended back to Wabash avenue and within a few years modern ten-story buildings replaced the old structures that stood on that corner. And still there was a steady increase and the demands began to tax the capacity of the combined area. In all these years there had been new departments added, and from the simple store where dry goods were sold it now became an emporium of many diverse articles, not alone for the women purchasers, but for the men and for the home.

More than a year ago the last and greatest structure was begun, a sixteen-story monument at the corner of State and Madison, and in the planning of this there was care taken to allow for every possible facility that would make it the ideal and the dream of the original founders. It stands today as the highest retail structure in the city, being 307 feet above the ground to the water towers. It fronts 150 feet on State street, 340 feet on Madison street, and 150 feet on Wabash avenue. The total window display on these three streets contains about 6,500 square feet of plate glass. The complete frontage of the windows is 381 feet, the floor area being 2,693 feet.

But this is not all, for below the street level there are three and a half floors, extending 61 feet below the street. The entire selling space is ten acres, and the portions of the building devoted to machinery, storage and other purposes is seven acres more. Thirty hydraulic elevators and three sets of escalators, the latter operating between the sub-basement and the second floor, care for the customers. Fresh air is pumped into basements and first floor of

On the opening days, in addition to the regular features, living models paraded up and down for the inspection of customers.

the building at the rate of 153,-500 cubic feet per minute. This is an average of two thousand cubic feet to every 100 square feet of floor space.

There is a private telephone exchange in operation that is larger than that operated in a number of towns. There is a laundry, model in all respects, with a daily capacity of three thousand pieces. In addition to this a water pumping system pumps every twenty-four hours 2,480,000 gallons, while a refrigerating plant has a daily output of eighty tons of ice. There is a total horse power of 2,500, while the dynamos generate 1,500 K. W., being equivalent to 30,000 sixteen candle-power lamps. Eight boilers are in daily use, and 80,-000 pounds of water are hourly converted into steam, with an annual consumption of 22,000 tons of coal.

Every care has been taken to make the building fire proof, and all the stairways are of steel and marble. Other measures of protection are made with wire glass and ample fire escapes. The building itself is constructed with this idea carried out in every detail. The automatic sprinkler system throughout the building connects with a tank of 72,500 gallons of water.

The entire first floor is laid with Tennessee marble, an innovation in structures of this kind, and the fittings are in San Domingo mahogany. Throughout the entire store there is an elegance that makes the whole an ideal shopping center. The first floor is given to women's notions, handkerchiefs, neckwear and kindred lines. On the other floors the departments are arranged with a nicety that makes it an easy matter for the customer to select her wants with ease.

There are special features here, however, that call for a particular mention. An information bureau, postal station, reading and rest room, railroad and steamer ticket office, where tickets can be purchased and baggage checked. Theater tickets can be purchased at the regular prices, and other features make it the ideal store. There is also a hairdressing parlor, children's barber shop, shoe shining parlor, and manicuring parlor. Every possible convenience and courtesy is shown the visitors.

Theatre tickets can be purchased at the regular prices and rest rooms are furnished with writing desks, telephone and telegraph outfits.

On the ninth floor there is an English tea room that is a dream of beauty, and where the diner can be exclusive, and still enjoy all the attributes that is afforded by an ideal restaurant. There is maintained on the thirteenth floor a completely appointed hospital, where a trained nurse and lady physician are in constant attendance. The service is gratis to customers and visitors. An innovation has been added in this store that is nowhere else to be found in the country. This is a style theater, where costly costumes are exhibited to prospective customers on a stage, on living models; thus making the same far more exquisitely shown. There are also to be found on the ninth floor the foreign shops, being separate departments devoted to wares and merchandise from given countries. This is an exclusive feature with this concern, and one that will be sure to prove of more than passing advantage to those who are looking for such shopping facilities, where they can secure certain articles within a limited time that would be difficult to purchase otherwise.

It has been the aim of this store to cater to the trade in an original way. They ask for suggestions from their customers that will prove helpful to the conduct of the same. It is to please and to meet the demands of the trade that has been the constant aim of the managers. Each department head specializes in this way. He notes in advance the desires of the public. These are anticipated and not permitted to lie dormant with the idea that the public will not appreciate the efforts to herald their desires in advance.

The store maintains branches and managers and buyers in all important points in the world. The newest ideas and the latest fashions and fabrics are purchased and forwarded to the store. Quality is studied and integrity is the mainstay of the fabric that

(Continued on Page 248.)

On one of the upper floors separate departments are devoted to wares and merchandise from foreign countries.

What Is UNFAIR COMPETITION?

Where Does Reasonable Restraint End and Unreasonable Restraint Begin?

By George Frederic Stratton

"I'll give $500.00 to the Miner's Home if you can bring me one man—just one—a wholesaler or a retailer—who will come in here sober and say that he honestly believes that competition IS the life of trade."

THE time honored adage and twenty-four-hour-a-day-working precept "Competition is the Life of Trade" is beginning to show indications of wilted laurels. Its sponsors are weakening—its lovers are defecting. And curiously enough the one great rallying force which was designed to hoist its standard still higher—to wave its glorious flag more gloriously—to shoo away the flies, and keep undimmed its brilliant implements of offence and defence, is the cause of the wilting and defection

WHATEVER the Anti-Trust law may be doing to Trusts, it certainly is making *all men* think; and thinking begets doubt as well as faith. The question is daily growing more insistent: "Where does reasonable restraint end, and unreasonable restraint begin?" Two thirds of the business men of today, in lines either of manufacturing or of distributing by retail or wholesale, are meeting competition by methods which have for their object some restraint of trade to the other fellow. To one it is perfectly reasonable; to his opponent it is unreasonable, and although the existing law, and the interpretation of that law, states that such restraint is either legal or illegal, it does not say which it is, or why. An Act of Congress which requires a lawsuit, appealed from Court to Court until the Supreme is reached on each and every case where it is cited, is the most remarkable exhibition of law-making genius that this country has ever been the unfortunate recipient of.

That is why most men are pausing a little in their sweeping and lugubrious denunciation of the great Trusts, and in chaotic thought are wondering where smaller combinations—themselves perhaps—stand. Many are asking themselves when their turn will come—when they will have to pay enormous fees to great lawyers to secure from the Supreme Court of the United States credible information as to where they get off. There is growing a strong suspicion that the provisions of the Act, brought into the limelight of exploitation by the exuberant clamor against combination, and its obligato of exaltation of Competition, may soon be exploited more far-reachingly than its founders ever expected or intended. Trusts are not alone specifically covered by the Act; combination and conspiracy are included. Any two-man firm may be correctly designated a combination; and any friendly agreement between two or more men may be stigmatized as a conspiracy. Webster is frequently cited by eminent lawyers; and he defines conspiring as "Uniting, or concurring to one end."

Therefore, the smallest of business firms can be charged under the Sherman Act as a combination; and the smallest of business agreements as a conspiracy; and the reasonableness or unreasonableness of the specific proceedings against which the complaint is lodged will have to be fought out, in each individual case, by a lawsuit, and decided in Court.

At a Denver hotel, recently, a man who is in business, diverse and embracing, from mines to dry-goods, with a bank on the side, said to a small party of business friends:

"If I could get the portrait of the inventor of that stuff, 'Competition is the Life of Trade,' I'd put it in a gold frame and hang it up with the inscription, 'The Discoverer of Bromide.' "

One of his companions laughed derisively, but a fist that had, a dozen years before, worked the throttle of a Cripple Creek mining engine, came down with a bang to emphasize the statement "I'll give five hundred dollars to the Miner's Home if you can bring me one man—just one—a wholesaler or retailer; a manufacturer or a farmer; a clerk, a salesman or a mechanic; a clean honest man who'll come in here sober, and say that he honestly believes that Competition *is* the life of trade."

The Miner's Home has not yet received that donation. Possibly, if the offer had been extended to political economists or to professional men, outside of the barb-wire of business, that five hundred would have changed hands; for perhaps among those gentlemen that theory about competition, elaborated, analyzed and elucidated, would have indicated some right to the distinctive "Life of Trade" brand.

Such elaboration, analysis or elucidation, however, would not be convincing to the men who make things, sell things, keep the accounts, handle the throttles, shift the belts and do the lumping. Which is why the eruption, the interpretation and the exploitation of the Sherman law is producing, to day, longer faces in greater supply than almost any law previously enacted.

The distinction, "Today," is used after due consideration. The substance of the law is of today. Yesterday it had not materialized. It was then only the Shadow of the Coming Event which was being analyzed, interpreted, unravelled and solved by the biggest available legal brains—argu-

mentative and judicial. For a quarter of a century it was undergoing a process of development, percolation and elucidation; and while it was being whittled and sandpapered it was thought of by the public—when thought of it all—as the coming glorious emancipation from the thralldom of the trusts. It was the formidable bludgeon which was going to do effective stunts to the persons and pockets of the Steel Barons, the Oil Barons, the Beef Barons and a few others; and incidentally replace Competition on her pinnacle. The Star of Hope was on a cloudless horizon.

But, Today is Today. The bludgeon having been polished and decorated, is being exploited vigorously; so vigorously as to emulate, and rather outclass, the Irish shillalah, which in earnest, joyous and enraptured hands, hits every head that shows. More than one-half of the suits already entered under the Act are not against Trusts, but against combinations, some of them very small; and those that have no notice of action are wincing ahead and noting the accompaning war-cry: "Competition for Ever and for Everyone."

A fateful war-cry; the obsession of prehistoric savages, medieval swashbucklers and modern theorists. In the crude conditions of precivilization and for some time after, the cheerful shout was: "Every man for himself and (the particular local deity) for us all." The gentleman of that period who desired to capitalize the good will of his business called on no banking syndicate. He sauntered forth with a stone bludgeon and underwrote his own stock and bond issues. The youth desirous of matrimony sought no mergerizing or pooling of interests with the lady's relatives. He waylaid her, carried her to his cave, and promptly and effectively wiped the earth with any criticising friends or foes—or was himself used as the mop.

And, today, with a fair stride into the advanced civilization of the twentieth century there are still men shouting that War-Cry in the spirit of heroic individual scrapping, and modernizing it into: "Competition is the Life of Trade."

But not many. Not so many as there were. Men are beginning to think and think hard; for there is not one in any business—very comprehensive or very humble, but knows and feels keenly that unregulated competition is unregulated waste. Let us look at a couple of very humble instances of this feeling and how they developed.

ONE OF THE Elevated Road stations in Boston is situated at the entrance to a great steam railroad station. As thousands of commutors use both roads, the sidewalk between is a pay-streak for newsboys. A few years ago they swarmed around there, either handing you the paper you wanted or shrieking ear-piercingly to some other boy to bring over his bundle. Suddenly their number dwindled, and regular travellers soon observed that four only, evidently under the direction of one, were doing the business. A Trust had been formed. It is impossible to say how the competitors were eliminated, but it was done. Probably the strongest point was in an agreement made with the big news company to send papers by wagon to that point as required. This was a tremendous advantage to the

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Making Your Entrance *an* Asset

By Marshall Jewell Bailey

THIS is the story of the beginning of all things—the entrance to your store. It is the beginning of your success, the purveyor of your sales, the cause of your advertising and the bank of your capital. The thousands who cross its threshold can make or break you. Their entrance is the seed from which is grown your success.

Not so very long ago there was a haberdasher in an Eastern town whose store occupied an enviable position on the main street of his city. Just three doors above him was his strongest competitor. Both of them handled similar lines, and fought for the same class of business. After a year of fighting with advertising, circulizing and window displays, the haberdasher discovered he was gradually losing ground. His competitor was forging ahead; and, ponder as he might, he was unable to locate the cause.

The haberdasher in question was a man of considerable experience and through his education in that school he had cultivated a knack of fusing theory with practicability. He went over his business item by item, department by department, searching for the cause. He compared prices, selling force, and advertising and display. He overlooked nothing, and yet, in all he scrutinized there was no cause for this shifting of business from his store to the one three doors away. But somehow this competitor seemed to have excelled him in their biggest job—the job of getting customers into the store.

THE biggest job of the merchant today is to get the customers into his store. Outside rages the great fight of competition—the appeal of a hundred competitors shouting for business—an appeal which must be fought with every business-getting weapon available, every trick of knowledge and experience. In this article Mr. Bailey gives the retail business man and banker much food for thought.

One day he walked across the pavement and stood at the curb to view an attractive window display he had just completed. A moment later he strolled up the street to compare his window with that of his competitor. It occurred to him during the comparison that although his display in the abstract was as good, if not better, than his competitor's, it was altogether lacking in a pulling force which appealed strongly to the passersby. Then, like a thunderbolt, the cause of his loss of business flashed over him. It was his entrance!

There had been nothing wrong with his display or his advertising or his prices. The trouble was that a competitor had contrived an entrance which, through its clever arrangement, invited a purchaser into his store. He compared the two carefully, and his faults stood out glaringly.

He had a small showcase placed directly in front of his store between his show windows. His competitor had none. By discarding this extra display he had obliterated what was in reality an obstacle in the path of a prospect who started to enter. It was a small point, but a very important one from the standpoint of getting the customer into the store.

Point number two seemed even more vital than point number one. His store was one step above the pavement level and his competitor had no step. A customer or a prospect walked directly from the street on to a floor that was level with the pavement. And again, these show windows of his competitor were not absolutely square!

They ran at an angle of forty degrees from either side of the entrance, so a display set to catch the customer's eye as he entered also did more. This slanting show glass became a display in direct line of vision of a man walking up the street and past the entrance. And finally, these two sheets of glass extending outward from his door gave a direct touch of invitation to enter, while his straight projecting extensions made his doorway seem small and cramped.

Altogether in those few moments of observation the haberdasher learned many things, and he was not slow to profit by them.

A few weeks later he began to remodel his entrance along a line that would get customers into his store. He eliminated the center showcase between his two windows of display. The shape of his windows he changed so that the glass sides forming the alley to his door might branch outward invitingly. He did away with the one step to the flooring of his shop by replacing it with an inclined plane of concrete as shown in the illustration. He worked to make everything about his entrance as inducing as possible and from his record of increased sales since the completed alterations—he has succeeded.

SOMEONE has said that the greatest factor of success in any advertisement is its kick of suggestion. And so it is with the entrance to the store. There could be nothing more practical than a suggestion of entering associated with an entrance—a suggestion which might strike the prospect unconsciously but nevertheless move him to cross the threshold.

Where the time of selling is limited as in closing out sales of liquidation, the necessity of accomplishing more than merely attention with a window display becomes paramount. A window display which attracts without the kick of suggestion to enter in this instance is absolutely valueless. A quick sale demands immediate touch with every prospective buyer and the display window must draw an entrance from a high percentage of those who hesitate beyond its glass.

At a recent closing out sale being run under time limit any number of prospects hesitated to read the price tags of reductions and observe the display. But daily and persistent observation of a peculiar fact warned the merchant in charge of the sale that there was something wrong with the arrangement of his windows. Over fifty per cent of the passersby who hesitated followed the price tags around his window to his door and then turned away. He was getting attention, but the real object of the display—to bring customers into the store—was missing fire. The kick of suggestion to enter was lacking and he cast about for a feature that would supply it.

In considering the problem he noticed that a majority of those attracted by the display on one of the windows would work gradually around near his door and then turn to the window opposite and move along its glass to the street again. It occurred to him that their interest in the general display of both windows was making them oblivious to something mighty important to him—their entrance through his doorway. The display of one window was actually attracting from the work of the other. And between the working of these two forces of appeal his entrance became a remote factor in the prospect's mind. As it seemed the one and only defect he could discern he acted accordingly.

All price tags were cleared from the right hand window display. Only goods were shown, and in the left window he rearranged the price tags so they gradually carried a reading observer to his doorway. As his floor was level with the pavement he strengthened that feature by placing a costly rug just outside his doorway and left the door open. Since that time it has never been closed—even though the thermometer forces his salesmen to don furs. Almost from the beginning his changes proved their value, and a prospect, after reading a line of price tags, found himself standing on a costly rug at an open doorway, while just beyond and across the entrance were a flood of price tags. His natural inclination was to enter and observe them—when the salesmen did the rest.

Eliminated the brass railing and glass doors from around the officers' quarters.

Two sheets of glass extending outward from the door gave a direct invitation to enter.

ON A PROMINENT corner in a Southern city stands an eight-story building erected some years ago by a national bank which occupied the entire first floor. Since organization the national bank, like a chameleon, changed financial color no less than four times and climaxed its remarkable career by consolidation with a savings bank with less than half its capital.

After consolidation the building became the main bank of the savings institution and a clearing house for two branches, prospering under the new management. But despite its prosperity the old hoodoo of shifting control seemed to hover over the building. Control changed again and again, and a third evolution made its customers depositors in the branch of a trust company with eight millions on deposit and a branch bank reaching for business in every section of the city.

The trust company crowd were hustlers and being hustlers there naturally occurred some radical changes in the lobby of the old eight-story national bank building.

Previous to the time of their assuming control the official offices of the banking room had been shut off from the lobby by a wall of marble, fenced with a brass railing, and the whole subdivided by glass doors which bore the names of the officials. The trust company promptly remodelled the banking room. They eliminated the brass railing and glass doors around the officers' quarters, at the same time moving desks, etc., into juxtaposition with the entrance. Thereafter a customer who entered the lobby found himself almost face to face with the men who were to establish the personality of the new party in control.

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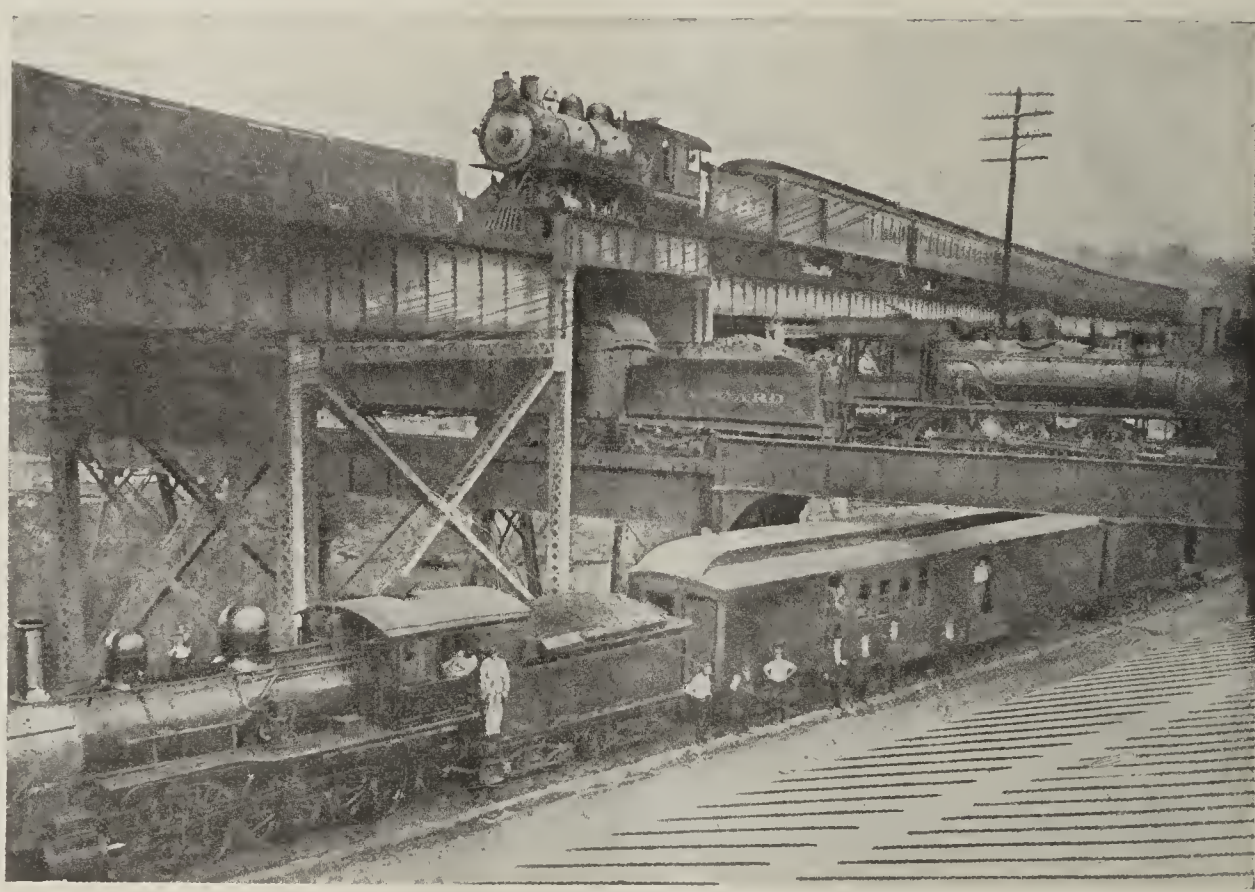
THE CLEARING HOUSE

A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

Three Trunk Lines Crossing Each Other

THE accompanying unique illustration presents a view of the only point in the world where three separate trunk lines may cross over or underneath each other at the same time and over their separate tracks. On the top track is shown a passenger train of the Chesapeake & Ohio railway coming from the upper James River Valley to Richmond, Va. Just beneath it is a train of the Seaboard Air Line railway, coming into Main Street Union Depot, and on the ground track is a view of a train of the Southern railway, proceeding towards West Point, Va.

The structure is of a complex but substantial kind, and withstands the great and growing traffic. The constructing engineers had in their minds the ever increasing weight of locomotives and rolling stock, and the triple crossing will be a lasting monument to their ability for many generations to come, says the *Railway and Locomotive Engineer.*



Three trunk lines crossing each other at Richmond, Va.—Railway and Locomotive Engineer

Lighting the United States Coasts

THE sea-coast line under the jurisdiction of the United States is 48,881 statute miles, measured in three-mile steps, says George R. Putnam, Commissioner of Lighthouses, in the *National Geographic Magazine.* The general government provides lighthouses and other aids to navigation along all this coast, with the exception of the Philippine Islands, 11,511 miles, and Panama, where the marking of the coasts is maintained by the local governments. In addition, the United States provides lights along the American shores of the Great Lakes, 4,020 miles, and on interior and coastal rivers, 5,478 miles.

The United States Lighthouse Service thus maintains lights and other aids to navigation along 46,828 miles of coast-line and river channels, a length equal to nearly twice the circumference of the earth.

About 5,500 men are required for the lighthouse work, of whom 211 are in the executive, engineering, and clerical force, 1,733 are keepers of lights and depots, 1,570 care for post lights, 1,516 are on vessels, and 489 are in the construction and repair force.

The annual maintenance cost of the entire service is close to $5,000,000, and in addition in recent years there has been expended about $1,000,000 a year on new lighthouse works and vessels. This service is supported by appropriations out of the general revenues, and no special light taxes are collected from shipping, as is customary in other countries.

Light stations and vessels are inspected four times a year, and the districts and offices are themselves inspected from time to time by a general inspector and a traveling auditor.

An accurate cost keeping system has recently been introduced for the entire lighthouse service, so that at the end of the year the principal items of cost for each feature can readily be ascertained.

Conservation of Cotton Waste

THE utilization of cotton waste in the United States is an important feature of the textile manufacturing industry, says a writer in *Commercial America.* The quantity of waste made in cotton mills from the opening and carding processes until the yarns and warps reach the looms makes an enormous total. It is estimated that American mills thus make about 450 to 500 million pounds of cotton waste annually; in other words, of the 2,700 million pounds of cotton which they spin, 15 to 20 per cent becomes a so-called "waste" product.

The strictly "cotton waste" is made use of for manifold purposes. The railroads and machine shops of the country buy about 20 million pounds, at a cost of about $1,400,000 annually for wiping purposes and for axle boxes. The balance is repicked and manufactured into many different fabrications; these include twine, lampwicks, linings, drills, flannelettes, bags, etc. The cement industry alone is said to purchase annually about 32 million dollars' worth of cotton bags, which, it is understood, are made from cotton waste. These bags now cost 10 cents each, and this big item of expense is causing manufacturers to seek a cheaper substitute for cement bags.

It is said that about 95 per cent of the 500 million pounds of cotton waste made annually in American mills is reworked into various fabrications and forms a large item in the country's commerce.

EVERYWHERE in Europe the city is governed by merchants, manufacturers, bankers, and professional men, says Frederic C. Howe in *The Outlook.*

(Continued on Page 252.)

MEN IN THE HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

The Youthful Head of the "Postal Bank"

IT IS customary in some quarters to warn all ambitious young men against attempting to use clerical service under the Federal government as a stepping stone to a successful business career. And the claims as to the limitations of many a toiler in the governmental treadmill need not be disputed; but there are certainly some exceptions to this as to every other rule and a notable instance is just now attracting considerable attention in the business world as well as in officialdom.

This conspicuous example of how energy, hard work and fixedness of purpose may enable a young man to rise above environment is afforded by the career of Mr. Theodore L. Weed, the first director of the U. S. Postal Savings System. Here we have a case of a poor boy who starting without influence and with only a common school education has risen rapidly "from the ranks" in the government service until at the age of 37 we find him in the role of "General Manager" of the new Postal Savings System — an institution which ranks with the new Parcel Post as one of the most important new enterprises upon which Uncle Sam has entered in more than a decade. Furthermore this self-made man has, in his rise, acquired an experience and a knowledge of men and methods that would make him a welcome addition to the staff of almost any banking or business house if he should elect to leave the government service.

THEODORE L. WEED

Theodore L. Weed is by birth a Connecticut Yankee, but he has resided in Washington, D. C., since he was a child. Not content with a public school education he managed to take a course in law at George Washington University in the "leisure moments" he could spare from the business of earning a livelihood. He entered the government service as a stenographer during the Spanish-American war, so that it can be seen that his rise to the head of an institution with about $30,000,000 of deposits, has occupied less than fifteen years.

That the soft-spoken wood-sawing Weed was really of unusual calibre began to be apparent to many men of affairs when in 1906 he was made private secretary to Oscar L. Straus, of New York, who was then serving as Secretary of the U. S. Department of Commerce and Labor. After a couple of years he entered the office of Postmaster General Hitchcock, acting as Mr. Hitchcock's secretary during the presidential campaign of 1908 and later becoming chief clerk of the Postoffice Department as he had previously been chief clerk of the Department of Commerce and Labor. It did not require long to demonstrate that Mr. Weed was the ideal executive head for the new Postal Savings System. In the role of Secretary to the Board of Trustees, he was the active head of the institution from the day it was established,—and even earlier, since he did most of the planning and preparation in advance—and on January 1, 1912, he was formally given the title of Director of that governmental banking system which has come so rapidly into popularity and which now has nearly 13,000 depositories and more than 300,000 depositors. Mr. Weed figures that it is now costing Uncle Sam close to $700,000 a year to maintain the Postal Savings System, but he is looking forward confidently to the date when the deposits shall have increased to $50,000,000 and when the institution will be self-sustaining. To bring this about more quickly, he is recommending that the present $500 limit on individual deposits be increased to $1,000. And the best thing about Mr. Weed's success is that it hasn't turned his head in the slightest degree. He continues the same unaffected, straightforward, democratic hard worker that he was when on the lower rungs of the ladder.

The Big Booster of Lake Commerce

OF all men actively identified with the vast shipping interests of the Great Lakes, none is more prominent than William Livingstone, whose portrait is shown as a frontispiece in this magazine. He has supplied for many years the enterprise—the push—the big boost—to the inward operations of waterway transportation. In the management of his personal enterprises, in his long connection with one of the largest lake lines, and as president of the Lake Carriers' Association, all covering a period of nearly fifty years, his constructive ability as an organizer and executive have made him widely known.

His father was William and his mother Helen (Stephenson) Livingstone, both of Scotch descent, the birthplace of the former being within a few miles of the homestead of David Livingstone, the great explorer,

whose kinsman he was. The Scotch parentage of the younger Livingstone and the strong puritanic tendency of the race finds typical expression in his personality and character. Standing, as he does, six feet tall, broad shouldered, straight as an arrow, without a pound of superfluous flesh and with head thickly covered with iron grey, curly hair, he immediately attracts attention in any group of men; and the moment he becomes interested, his face lights up, his command of language is ample and he is found to be a conversationalist of rare ability.

When only six years old his father removed to Detroit, where William received his education, first at private and later in the public schools. It was the earnest desire of his mother that he should enter the ministry and he took an academic course. This plan of life's work, however, was subsequently abandoned for a business career.

At twenty-one he embarked in the shipping and ship chandlery business in Detroit, and within a year had a warehouse on the dock. From 1866, throughout his busy and useful career, he has been prominently identified with the vessel and shipping interests of the lakes, in the constantly increasing magnitude of which his activities have been a directing influence and large contributing factor. In 1882 he was appointed Collector of the Port of Detroit, an office he held until the early part of the Cleveland administration, when he resigned to resume his vessel and shipping operations. For many years he was connected with the Western Transportation Company, and continued his direction of its operations to the time when its ownership passed to the New York Central, under which control it is now known as the Western Transit Company.

Upon incorporation of the Lake Carriers' Association, a number of years ago, he was elected its president, a position of honor in which he has been no mere figure-head. He believed in making the association, which controls more than 350 steamships, and is the largest shipping organization whose vessels fly the American flag, a powerful factor in the transportation world; and he foresaw its vast possibilities for good in the economic handling of the productions of the earth. Under his management which has been marked by diplomacy and conciliation of various factions, the average freight charges per ton-mile have been reduced from 1.18 mills (1900) to .67 of a mill (1911). And still the vessel interests have prospered (with the usual off years), because the size of lake vessels has been enormously increased and the carrying capacity doubled with but slightly greater

HORACE F. POOR

expense of operation.

This change in the character of the shipping has been brought about entirely by the deepened channels through the straits connecting the Great Lakes, a condition which has been secured by the indefatigable efforts of William Livingstone and others of the association. It was very largely by his influence that the improvements were made to the Amherstburg Channel, the St. Clair Ship Canal, and the new canal and mammoth locks at Sault Ste. Marie. But the crowning event in his career was the opening of the new Livingstone Channel in the Detroit River, on the nineteenth of October, 1912. This great government work, which has created an entirely new waterway twelve miles long in the lower river, was begun in 1908, and has cost $7,000,000. How he first promoted a survey of this stretch of river; how he lined up the government engineers in favor of the improvement; and how he secured the government appropriation to put it through, are among the real achievements of his life.

The welfare work of the Association among the lake seamen, from the captain of the huge freighter to the cabin boy of the tow barge, is one of the unique and useful functions it performs. Assembly rooms are maintained in winter and in summer in all the principal ports on the lakes, and death and total disability benefits are annually paid to unfortunate seamen or their dependants. A savings plan is also promoted which decreases the losses which the sailors suffer by reason of careless handling of their money, and encourages the acquiring of the habit of accumul. ting funds for future emergencies.

Besides his important marine interests Mr. Livingstone is president of the Dime Savings Bank of Detroit, and is a director of the Security Trust Company. In acknowledgment of his prudent administration of the affairs of the Dime Bank, which is one of the strongest savings institutions in the Middle West, he was honored in 1912 by the American Bankers' Association by election to the office of its president, a place of commanding importance in the financial world.

Mr. Poor, the Custodian of Coin

IN view of the searchlight battalion that Uncle Sam is at present playing on the folks who deal with the coffers of the community as is evidenced in the present Zeitgeist, young blood calibre seems to show up more poignantly than that of the more paternal regime.

When Henry P. Davison, partner of J. Pierpont Morgan, recently gave his testimony, before the Money Trust Committee, his views were considered of unusual importance as he was the first witness representing the younger generation of financiers on whom will fall the mantle of Morgan, Baker, Schiff and others.

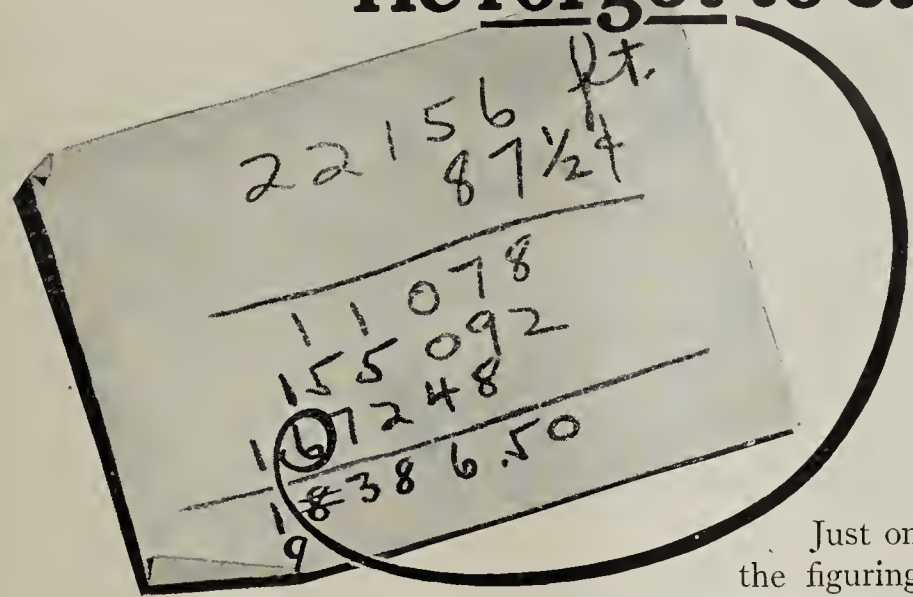
This young man's opinions summed up, expressed a preference for regulated combination as against unrestricted competition.

A similar example in the harness today, and who will no doubt also make footprints on the sands of time, is Horace F. Poor, at the age of thirty-three, now treasurer and vice-president of the Lincoln Trust Company of New York, with three large branches throughout the city.

Mr. Poor, strange to say was not handicapped by being the youngest son of a national bank president as is often the case with young sons of successful fathers. And, though he followed somewhat in the footsteps of his worthy parent, he rather chose to begin at the bottom of the highway, making his own imprints in the process of his climb.

After graduating from Berkeley School,

He forgot to carry 1 –



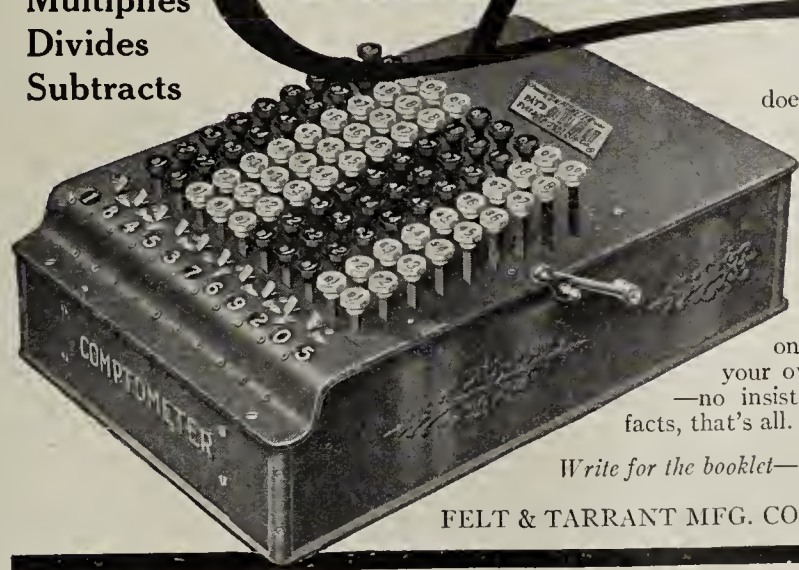
Just one little mistake in the figuring. But it made the bid ONE Thousand Dollars too low—and it cost the firm ONE Thousand Dollars of its profits. All because the estimator forgot to carry 1.

The Comptometer wouldn't have made that mistake. It's a sure protection against figure errors. For it's the Comptometer's business to take care of ALL the daily calculations in your office—rapidly—accurately—and NOT FORGET. It works with automatic precision—the brain does not.

Besides the security from error it affords, the

Comptometer

Adds
Multiplies
Divides
Subtracts



does away with a vast quantity of the hard labor involved in your daily calculations. Its range of service is wide—taking in ALL the figuring in your office.

What that means in economy of time, of labor, can be unmistakably shown by a practical SERVICE test. Ask for a demonstration of the Comptometer in your own office. No cost—no obligation—no insistence—just so you KNOW the facts, that's all.

Write for the booklet—"Rapid Mechanical Calculation".

FELT & TARRANT MFG. CO., 1722 N. Paulina St., Chicago, Ill.

The Winged Message

Noah's messenger was a dove. In Solomon's time, pigeons were trained to carry messages. Brutus used them at the siege of Modena. They served the Turks in their fights against the Crusaders. In mediæval wars they were more useful than ever before.

France had a carrier-pigeon mail service, with messages reduced by photography and read through a microscope.

Even today carrier pigeons are utilized as news-bearers in isolated parts of Europe.

In America, the land of the telephone, the carrier pigeon is bred only for racing. The winged word has taken the place of the winged messenger.

Pigeons may fly more than a mile a minute, but the telephone is as quick as speech itself.

The dove is the emblem of peace. The telephone is the instrument of peace. The telephone lines of the Bell System unite a hundred million people in one national family.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Service*

Without Door $1.00 PER SECTION With Door $1.75 IT FITS ANY SPACE

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SECTIONAL BOOKCASE

Endorsed "The Best" by Over Fifty Thousand Users

Made under our own patents, in our own factory, and the entire production is sold direct to the home and office. That is the reason we can offer them at such *reasonable prices.* Our Sectional Bookcases are the product of years of undivided attention to this one line of manufacture. Book sections have *Non-Binding Disappearing Glass Doors,* and are highly finished in SOLID GOLDEN OAK. Other styles and finishes at correspondingly low prices. WRITE FOR NEW CATALOGUE NO. 3.

THE C. J. LUNDSTROM MFG. CO., LITTLE FALLS, N. Y.
Manufacturers of Sectional Bookcases and Filing Cabinets.
Branch Office: Flatiron Building, New York City

he commenced work with the Colonial Trust Company as messenger, and so on through various positions in bookkeeping, trust and loan departments, and reached the point of becoming loan clerk. And in this connection gave a year's study to the brokerage business. In the fall of 1905 he accepted a position with the Lincoln Trust Company and shortly after was appointed its treasurer. A few months later he was elected vice-president.

All during this time, young Poor specialized; realizing that this is the age of the specialist, and while a general knowledge of things is necessary, to know one thing well establishes a neucleus of lasting strength. His attention therefore, was centered in the Trust and Loan departments.

Thus, he has made a searching study of the cost of accounting as applied to banks, not only regarding money and interest costs, but cost of handling the details of accounts.

In connection with this, Mr. Poor believes that the problem of money must fundamentally include a study of the human himself who has need of it.

Mr. Poor says, "The most interesting phase of the banking business is the study of human nature, and most successes can be attributed to ability to deal with all kinds of people. The great majority of people are reasonable and will concede the other side's right if temperately and convincingly set forth.

"It is often good policy to accept small losses or to give concessions to retain profitable trade, but never when it is plainly an attempt to shirk a true obligation, which I believe in fighting to the end. *A good fair fight often leads to long friendships.*"

Mr. Poor's views in comparison to his young competitor, Mr. Davison, are interesting. He says, "Government control of corporations and finances is becoming more popular every day, especially to those whose only interest is in reading about them.

"The people or the government can perhaps destroy any particular business or break up any combination, as evidenced in the tobacco and oil dissolutions, but the owners of these properties have actually gained by what was to be their loss, and it is evident a change in dissolution is to be the new order.

"Fair and just dealings between capital and labor—producer and consumer—wholesaler and retailer, etc., are obviously fair objects to achieve in passing new laws, but the most vital fact in business life is personality and strength of mind and character, and, no matter whether owned by today's capitalist or laborer, brains cannot be controlled by legislation."

We Sell Varnish from the Buyer's Point of View

You will like to deal with us because we can see things the way you, as a buyer, see them.

We get on your side of the fence and work out the problem in your interests.

We study your product, your facilities and methods of finishing, and your requirements in finishing materials. Then we fit them altogether in the best way ***for you.***

Not the best way for us—for ***you.***

For instance:

We recently went to a manufacturer in St. Louis, and after receiving his co-operation, showed him how to revamp his finishing methods and facilities so as to bring about a saving of 20% in his cost of finishing, sold him goods that produce a much better appearance than he has ever had before, and yet he is not paying us any more per gallon than he paid formerly to the other maker.

We are able to do such things as this because we know both the use and the making of varnish. Our 55 years of successful experience in some 300 different manufacturing fields have given us a wealth of knowledge that is at the command of every other varnish user.

While no one knows better than we do that the lowest price per gallon is not always the truest economy, we can promise every varnish consumer that we will furnish the proper varnish to do the work required at the lowest possible price; and if the price you are willing to pay will not buy a varnish that we can honestly recommend for the purpose, we will tell you so.

If any varnish consumer will meet us on this platform, we can in the majority of cases make it profitable for him.

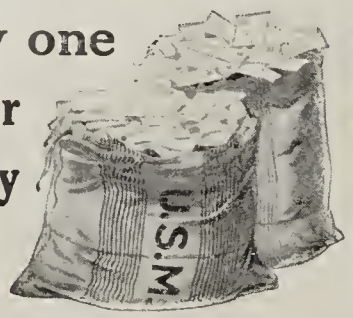
Ask us to send one of our representatives ***to you personally.*** He will not try to sell you a bill of goods—or to convince you that our varnishes are best. He will simply seek your co-operation in allowing him to study your finishing methods—looking toward a decrease in finishing costs, reduction in time and labor of finishing, improvement in the quality of your finishing. You will be placed under no obligation by asking us to send him.

BERRY BROTHERS, DETROIT

ESTABLISHED 1858

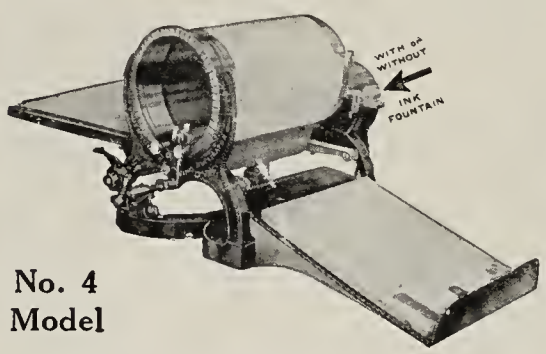
Largest Manufacturers of Varnishes, Shellacs, Air-Drying and Baking Japans, Stains, Fillers and Dryers

Thousands of Letters a day by one Typewriter and a boy operating an



UNDERWOOD
Revolving Duplicator

can be turned out at the rate of fifty perfect copies a minute from a typewritten original. All letters clean, clear and alike; just as strong and with the same personal appeal as letters pounded out one by one.



No. 4 Model

This little machine will build business for you—will soon become indispensable. With it you can, at a moment's notice, produce price lists, announcements, office forms, circulars and many other odd jobs that now you go without, or pay a printer for.

The Underwood Revolving Duplicator is compact, neat, simple and durable. Nothing to get out of order, nothing to go wrong. No special skill or experience required to do quick work. No restrictions as to supply buying.

Send for specimens and FREE booklet.

1913 Models and New Style Supplies. Many Innovations

UNDERWOOD TYPEWRITER CO.
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Branches in all Principal Cities

Analyzing the WORK of SALESMEN

The Persistent "Plugger" Often of More Value to the Firm Than the So-called "Star"

By Geo. F. Stephens

IN operating a large sales force in connection with a business that handles a variety of products, it is important to keep exact tab on the business produced by each salesman. On installing such records, many sales managers are due for a great surprise. Salesmen who, by reason of occasionally turning in large orders, have acquired the reputation of being "star" men will often be shown to be of less value to a firm than the salesman who plugs along persistently and turns in small orders with regularity.

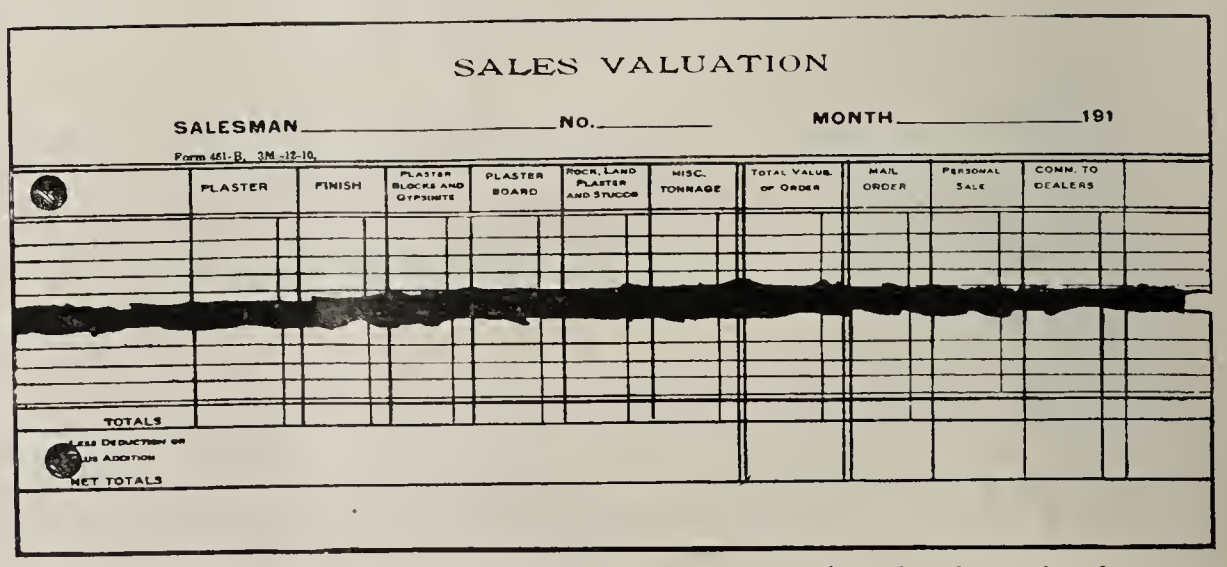
One large manufacturing concern in the middle west enters up at the end of each month a "Sales Valuation Sheet" covering the work of each salesman during the month. These records, which are entered up by the statistical department, show total value of sales made on each of the firm's five classes of products, and also on "miscellaneous tonnage." An analysis is then made of the total value of each order, also of orders received by mail from the salesman's territory, and of orders brought in by him personally. Another column calls for commission paid to dealers. This shows whether or not the salesman is in the habit of reducing the profits of the firm by too frequently enlisting the aid of dealers in making sales. By deducting entries in this column from the sales total, the value of the salesman's business is arrived at.

At the end of each month the accounting department turns these records over to the sales manager who analyzes them very carefully. He often finds that certain salesmen are pushing one class of goods to the exclusion of others—or small-profit lines instead of big-profit lines. Sometimes this will be because these goods are easier to sell—in other cases because the salesman is more experienced in handling the class of trade to which they appeal.

The "mail order" and "personal sales" columns also give the sales manager valuable pointers on the merit of a salesman. If a large number of mail-order sales appear on the salesman's record it shows either that he is not working his territory properly, or that he is not a good "closer." These mail sales result from advertising matter issued by the firm in connection with the work of its sales force.

This system enables the concern that uses it to operate its sales force on the basis of exact knowledge. Guesswork is eliminated entirely. Every part of the salesman's work is analyzed in plain black and white. There is no chance for him to gloss over his shortcomings by means of plausible excuses—the figure results of his record tell the true story.

Thus the sales manager can instantly weed out shirkers or incompetents, and by knowing the weak points of his regular producers can increase their value to the firm and show them how to overcome their faults.



SALES VALUATION

SALESMAN _____ NO. _____ MONTH _____ 191

Form 451-B. 3M-12-10.

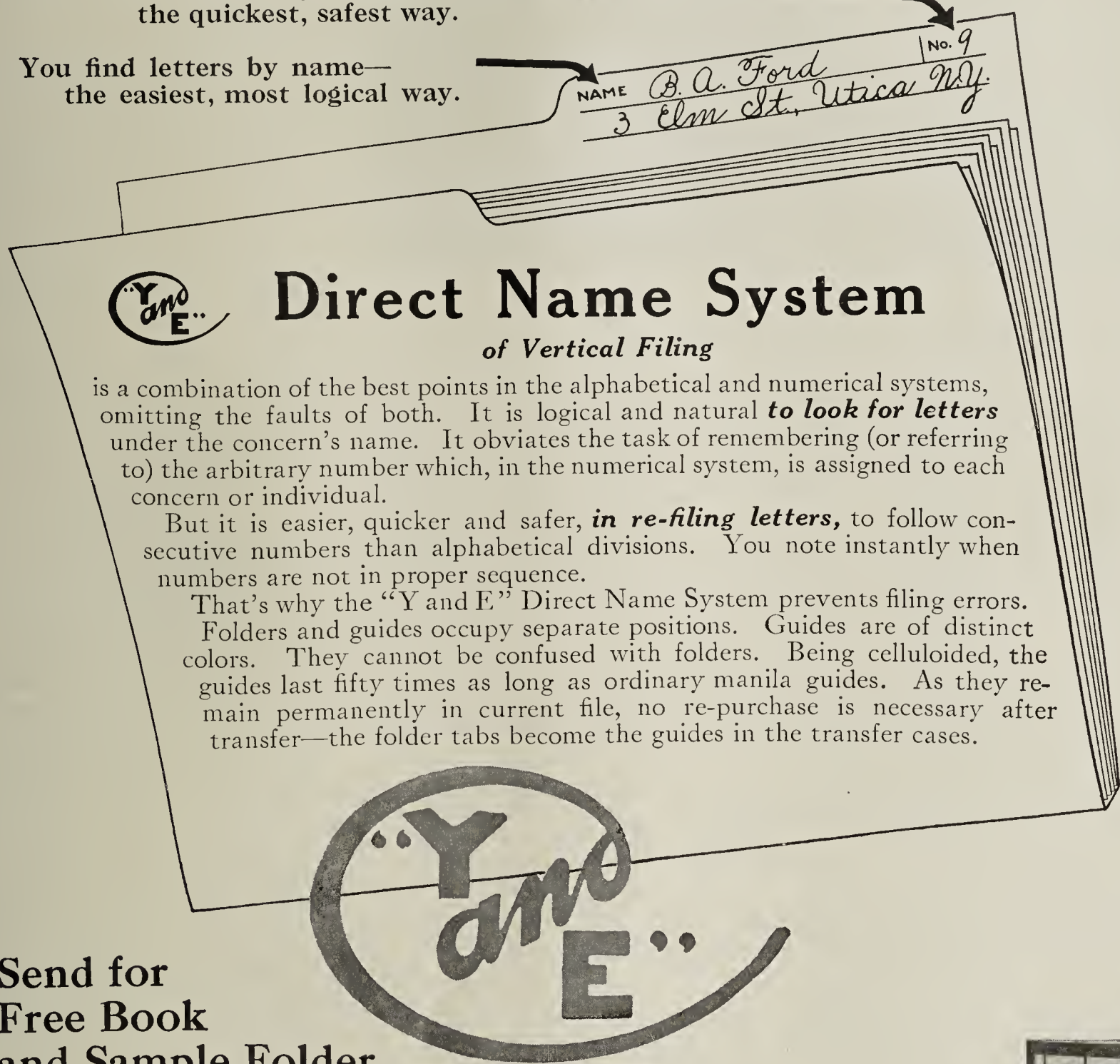
	PLASTER	FINISH	PLASTER BLOCKS AND GYPSINITE	PLASTER BOARD	ROCK, LAND PLASTER AND STUCCO	MISC. TONNAGE	TOTAL VALUE OF ORDER	MAIL ORDER	PERSONAL SALE	COMM. TO DEALERS

Insure Against Errors in Filing This Year

The "Y and E" Direct Name Filing System affords the *safe* method of preventing errors, because it is self-checking.

You re-file letters by number— the quickest, safest way.

You find letters by name— the easiest, most logical way.



Send for Free Book and Sample Folder

Our 40-page booklet, "Vertical Filing Down-to-Date" illustrates and fully describes this system, showing how it is adapted to the filing of all kinds of records. Send for it—free if requested on your business letterhead.

40 pages of valuable data

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THIS COMPLETE LOOSE LEAF RECORD OUTFIT

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An outfit will convince you that our Method **COSTS LESS AND SAVES MORE TIME** than any other; it is rapidly taking the place of Card Indexes, Bound Books, and other out-of-date systems.

Upon receipt of **$2.00** we will ship, direct from factory, the following outfit:

Our Improved Flat Opening Loose Leaf Binder — Covered with Imported Buckram, size 5¾ in. high, 8½ in. wide, 3 in. thick; filled with 400 Linen Bond Sheets and Indexed.
Four Hundred Sheets — (Your choice of 45 different forms, including 5 different Ledger Rulings), printed on a fine quality of white bond paper, size 5 in. high by 8 in. wide.
One Set of Daily Indexes—31 sheets.
One Set of Monthly Indexes—12 sheets.
One Special Heavy Index Sheet—Numbered from 1 to 31.
One Complete Set of Alphabetical Index Sheets—to fit Binder, with durable tabs printed on both sides.
Fifty Moore's Movable Metal Markers—for Indexing Records according to date.

Your choice of any of the following forms—

Advertising Contracts
Advertising Returns
Cash Book, 2 cols.
Cash Book, 3 cols.
Catalog Indexing
Center Ruled Ledger
Center Ruled Balance Ledger
Cost of Production
Dentists' Records
Double Double Ruled Ledger
Duplicating Order Blanks
Employes' Record
Extra Debit Ledger
Following-up Collections
Freight Claims
Horizontal Ruled Forms (5 colors)
Household Expense Records
Installment Accounts
Insurance Office Records
Insurance Solicitors' Records
Journal Sheets
Lawyers' Collection Docket
Library Indexing
Lodge or Society Records
Monthly Time Sheets
Mortgage and Loan Records
Orders Received Blanks
Petty Ledger
Plain Manila Sheets for Scrap Book
Plain R. R. Manila
Physicians' Records
Prospective Customers List
Price List Blanks
Publishers' Subscription List
Purchasing Agents' Records
Quadrille Ruled Forms
Quotations Given
Quotations Received
Real Estate Records
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Salesman's Follow-up
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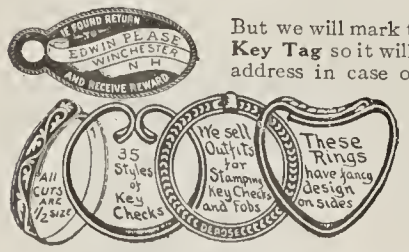
Makers of everything in the line of Blank Books, Loose Leaf Binders and Office Stationery.

YOUR KEYS CAN'T TALK



But we will mark this **German Silver Key Tag** so it will tell your name and address in case of loss, and include one of these Fancy Steel Key Rings for **25c.** delivered.

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Winchester, N. H.

Washburne's Pat. "O.K." Paper Fasteners, used exclusively by those who desire the best in Office, Bank, School and Home. Made of Brass and nickel-plated Steel, three sizes; put up in Bright Metal boxes of 50 & 100 each. *Your Stationer*, 10, 15, 20 & 25¢. Send 10¢ for box of 50 assorted. Booklet free.
YEARLY SALE NOW 100 MILLION.
THE O. K. MFG. CO., Syracuse, N. Y.

Handy Card Records *for a* Real Estate Office

By William J. Miskella, E. E.

WHEN a prospective customer goes into a real estate office he does not want to be inconvenienced and delayed in learning whether or not he can find what he is looking for. He will appreciate any efforts or facilities which are put forth by the company or the man upon whom he calls to help in giving him complete information regarding certain houses or pieces of property. The system which will readily place the facts before him in such a form that he may compare them will enable him to make his decision with the least effort.

On the other hand, the net daily or monthly profits are in direct proportion to the number of customers the real estate dealer can handle per day. The time wasted both by the dealer and by the customer in investigating certain details and facts might just as well be saved if the dealer takes a little extra care in getting complete records on all points which are likely to arise. The result is a more kindly feeling between the two parties, a monetary advantage to the real estate dealer, and a better impression on the customer of the real estate man's business ability.

At least one concern has the advantage over its competitors in having a card index

INQUIRY TO Buy Rent House Flat Vacant
Name Date
Address Phone
What Street
Brick or Frame No. Rooms Heat
Will Pay $ Terms
Remarks

Form I

system in use which corrects the above mentioned faults and is described in this article.

For the purpose of simplicity, the forms illustrated may be classified under three main divisions, "General," "For Sale" and "For Rent." There are other forms in use, but they are mostly adaptations of those explained, while others are purely of local interest and need not be covered here, as these may be worked out to suit the varying conditions existing in the different sections. For example, there is no form included to cover farm and fruit lands, yet there are many real estate people who deal largely in these classes of property.

The General Division

INSTEAD of explaining how the particular firm which is using these forms handles them, it would seem of greater interest to explain how they may be applied by another man. We will, therefore, suppose that Donald K. Woods has just opened

LOCATION PRICE $
BUILDING STORY ADDITION TERMS
ROOMS. 1st Fl. 2d 3d RENT
CONDITION FINISH
LOT ALLEY
PAVING SIDEWALK CURB and GUTTER
SEWER LIGHT IN ST. LIGHT IN HOUSE
BATH CLOSET LAUNDRY B'S'M'T CELLAR
WATER HEAT
BARN SIGN
MTG. $ DUE INT. % TAXES $
REMARKS
OWNER OR AGT.

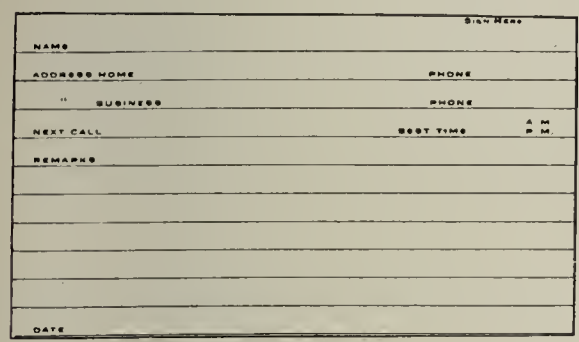
Form II

a real estate office. He intends to act as an agent in the buying and selling of all sorts of city property. After he puts up his business sign and begins to receive calls, the first essential is an "Inquiry Card," Fig. I. This card, for the sake of economy in stationery, space and office equipment, such as filing cabinets, etc., he has decided to have printed on a 3x5 white index card. He expects to use more of these "General" cards than any of the other forms, so white is a good choice, because the colored cards are slightly higher in price in some instances and colored stock is not always available when wanted in a hurry from the printer.

This form is more or less a universal one and is arranged in such a way that the word "Buy" or the word "Rent" at the top of the card may be crossed out to fit a particular case. Likewise, the kind of property the prospect is interested in may be clearly shown and the words remaining (not crossed) will determine the classification of the card in the office files. The body of the card has blanks provided for all information which is essential, including a large space for "Remarks" which will very often prove of value.

Now, Mr. Woods has very wisely made it a rule to either fill in the card himself in the presence of the customer, or, better still, to ask the customer to fill in the blanks. In other words, he has decided to work his

system for all there is in it and to avoid writing the inquirer's name and address on a loose piece of paper, intending to transfer the information to the card later. He wants complete information and his form will assist him to get it, as he will not, for instance, forget to ask the customer's telephone number, while he is almost sure to

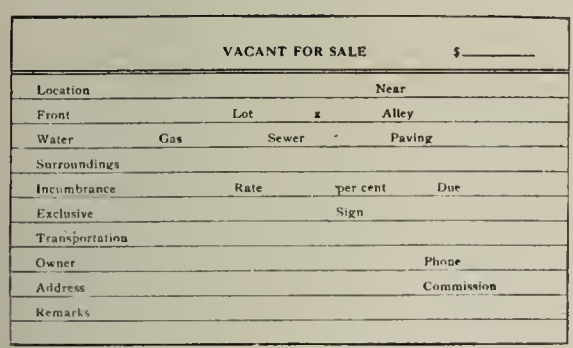


Form III

fail to get some of the vital information if he trusts to memory and to habit to get it all down on a blank sheet of paper. Then, too, he wants to advertise his business methods, and there is no more effective way of making his customers realize the advantage of his methods over those of his competitors than to make the customer fill out the "Inquiry Card." (If he don't write plain enough, it is a simple matter to have the card rewritten afterwards.)

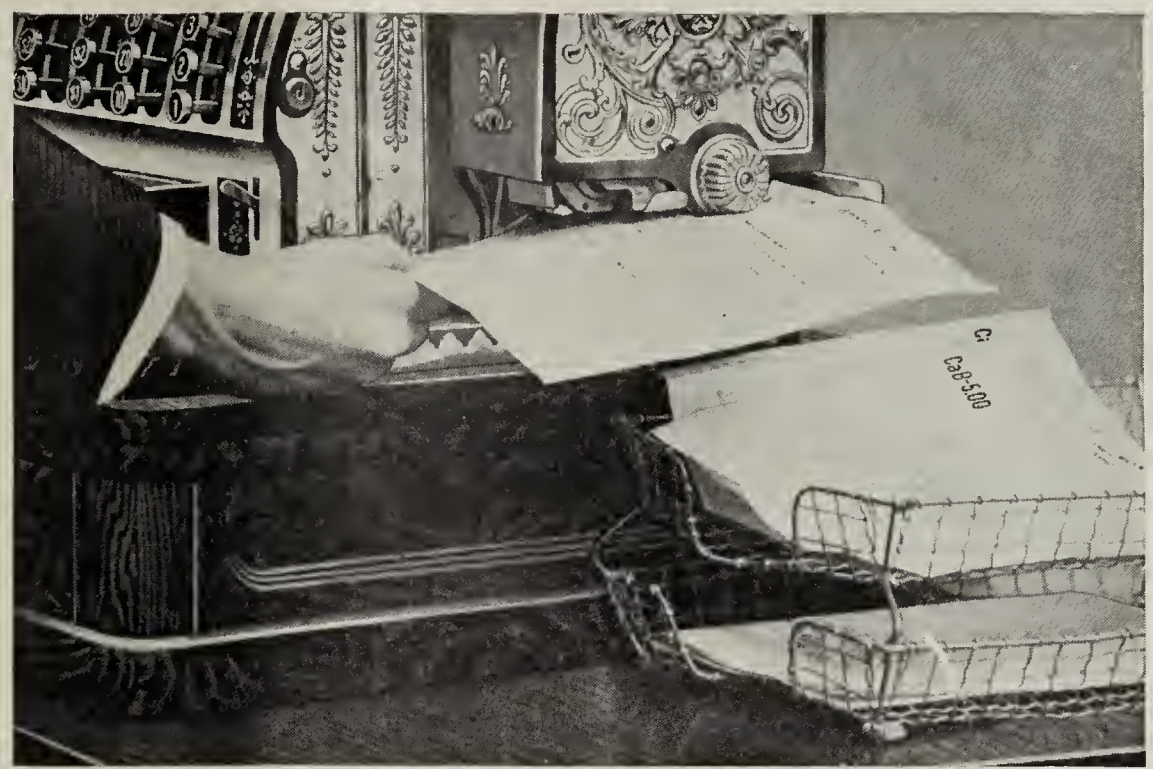
In a similar way he has prepared a form for taking down the facts regarding a piece of property which some person may desire to list with him for the purpose of sale. This form is illustrated in Fig. II.

Now, Mr. Woods has demonstrated his ability to handle customers who come into his office in a satisfactory way, so he must maintain his reputation and also his personal efficiency when on the outside. This he does by diligently using his "Follow-Up Card," Fig. III. The names on these forms may come in from many different sources, but most of them will be gotten in the office from the other index cards. Many will come from other customers and from



Form IV

friends, others from the newspapers, etc. The other information, viz.: the home address, business address, phone number and remarks, as a rule will be filled in by a clerk whose duty it is to keep all cards and forms up to date and properly filed, and, most important of all, to see that Mr.



Certify Your Office Records

Just as the signature on a bank check authorizes the payment of money, so the imprint of a National Office Register on a document authorizes the completion of the transaction and insures the accuracy of the original entry.

As the imprint is made on the letter or other business paper, the same amount is mechanically recorded and classified inside the machine, under lock and key.

The fact that all who handle the transaction are guided by these printed figures and demand that they appear, enforces the record on the register.

These records furnish you a control over your business and give you positive figures against which to check your books.

A National Office Register will lighten the work in your accounting department.

Will enable you, at a second's notice, to obtain the basic figures of every branch of your business.

There's a National Office Register exactly suited to your needs.

Send today for our booklet

The National Cash Register Company, Dayton, Ohio

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Let the INTERNATIONAL ACCOUNTANT'S MANUAL Solve Them

HERE is a book of 384 pages of accounting and business practice gleaned from years of experience in dealing with men and methods. The text matter itself is generously illustrated with forms, plans, organization charts, etc., etc.

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No expense has been spared to make this work the greatest of its kind.

The so-called obsolete methods, the red tape systems, the mass of details, the round-about methods have all been eliminated from this work. It is at once practical, exhaustive, down-to-the-minute and efficient. It is typical of the present business progression.

In its pages are explained in word and picture everything imaginable pertaining to business, bookkeeping, accounting and auditing. Such matters as corporations, stocks and bonds, card systems, loose-leaf methods, collection and credit work, insurance, real estate, etc., are treated exhaustively as they should be.

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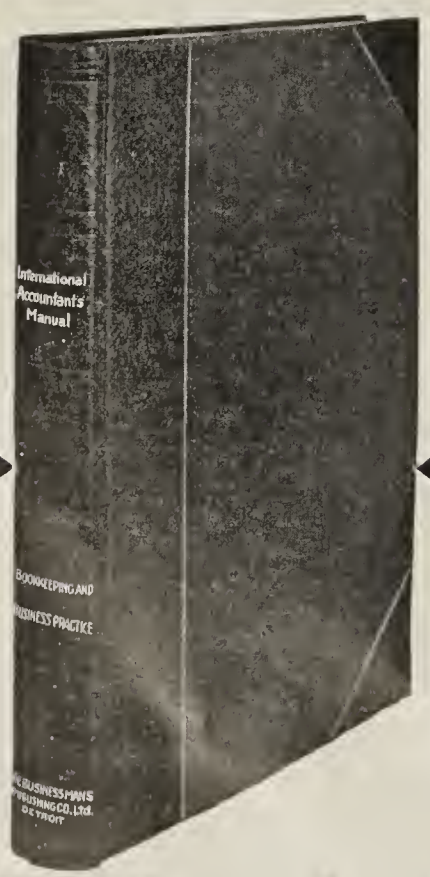


Woods is provided with correct and complete information on all parties upon whom he intends to call. It should be remembered that Mr. Woods is a real estate man: He can do busidess only when talking to a prospect; therefore, every five minutes of his time that can be saved will result in his being able to do a greater volume of business than if he had not been able to utilize that five minutes in actually talking real estate.

Planning his outside trips with the aid of the "Follow-Up Cards" and a date file index so that he may combine several calls in the same route is by far the most important element involved in saving his time. If, instead of going across town to see party number 2 at noon and then back across town again to see party number 3 in the afternoon, he had found with the "Follow-Up Cards" before him that he could arrange to see both party number 1 and party number 3 in the morning, leaving the afternoon to see someone else. Of course, there are things which will come up to interfere with any planned trip, especially in the real estate business, but the systematic method of calling on prospects will, in general, be found well worth while.

APARTMENT BUILDING.

No & Street _____ Front _____
Between _____ Heat _____ Hot Water _____
Stories _____ Material _____ Found _____ Roof _____
Size of Lot _____ x _____ Alley _____ Size of Bldg _____ x _____ St. Imp _____
No. of Aparts. _____ Rooms in Each _____
Interior Finish _____ Hd'w'd Floors _____
Price, $ _____ Enc $ _____ at _____ % Due _____
$ _____ at _____ % Due _____
Terms _____ Enc. Held By _____
Rent per Mo. _____ Lease Expires _____ Ins. $ _____ Expires _____
Sewer _____ Water _____ Gas _____ Sidewalk _____ Base Ft _____
Plumbing _____ Bath _____ Laundry _____ Barn _____
Expenses—Taxes $ _____ W. Tax $ _____ Coal $ _____ Janitor _____ Hall Lts $ _____
Remarks _____

Date _____ Exclusive _____ Sign _____ Put Up _____

Form V

Planning his outside trips with the aid of the "Follow-Up Cards" and a date file index so that he may combine several calls in the same route is by far the most important element involved in saving his time. If, instead of going across town to see party number 2 at noon and then back across town again to see party number 3 in the afternoon, he had found with the "Follow-Up Cards" before him that he could arrange to see both party number 1 and party number 3 in the morning, leaving the afternoon to see someone else. Of course, there are things which will come up to interfere with any planned trip, especially in the real estate business, but the systematic method of calling on prospects will, in general, be found well worth while.

FLATS.

Location
Between _____ Price
Material _____ Mortgage _____ at _____ % _____ due
No. of Flats _____ Equity
No. of Stores _____ Rental
No. of Rooms
Finish _____ Terms
Floors
Light
Heat
Size of Lot
Size of Bldg
When built

Form VI

For Sale Records

DONALD K. WOODS' office being in a city, he is asked to dispose of property consisting principally of vacant lots, flats, residences, stores and apartment buildings. The man who wants a vacant lot knows about what he would like to have. He is perhaps more certain of the locality than of anything else; so, by referring to the file on "Vacant For Sale," Fig. IV, which may be divided into Downtown, City and Suburban, and these again sub-divided according to price, locality or any other suitable arrangement, Mr. Woods is able with a minimum amount of effort to give his prospective customer a good selection to choose from. However, when it comes to selling an apartment building, he usually encounters a customer who is more exacting in his demands for more complete information than the ordinary individual. Therefore, Mr. Woods' "Apartment Building Card," Fig. V, must contain more complete and detailed information than the other classifications demand. He must be able to tell the taxes, water rates, coal consumption, lighting expense and building construction. This card, like many others on other classes of property, may contain certain private information which he does not wish to disclose for fear of injuring a prospective sale, so it is customary to have the cards, when typewritten, made in duplicate; a colored card indicating the private file record and a white card for the customer's use. In general, in the office in which these forms are being used this color rule is followed and it is understood by all employes that anything written on a colored card shall be considered private information.

The point is better illustrated by the form used on "Flats," Fig. VI, where the private information is recorded on the back of the colored office file card as shown in Fig. VII. For example, the agent does not want to disclose the name of the owner of the flat, otherwise his prospect may go to the owner direct and possibly make a deal which would eliminate the agent and cause him to lose his commission.

RESIDENCES

No. _____ Street
_____ of _____ Street _____ Front
Lot _____ x _____ to _____ Alley _____ Bldg. _____ x _____
_____ Story _____ Bldg. _____ Room up/down
_____ Heat _____ Finish _____ Heat, Baths
Mantels, Sideboard, Laundry. _____ Barn _____ x _____ RENT $ _____

Remarks: _____ Tax _____ Water _____ Ins. _____ Coal _____ Rep _____ PRICE $ _____ Enc. _____ % _____ Yr. Equity _____

Form IX

Property in large parcels, such as lots, blocks or even acres, is recorded on the form illustrated in Fig. VIII. That used for residences is shown by Fig. IX.

"For Rent" Department

THIS classification, while not requiring so much detailed information as the other forms show, is used a great deal more by most real estate men than many of the other forms, so it is fortunate that the information on these records can be short and concise. These are illustrated as follows:

EXPENSES.

Taxes
Water
Light
Insurance
Fuel

Owner
Address
Telephone
Remarks

Repairs
Other Expenses

Form VII

"Store For Rent," Fig. X, which, among other items, mentions the storeroom—a very important item to have covered—and also a suggestion as to what the store is especially good for. The former occupant may have kept a billiard hall, but on account of sickness was forced to vacate. Therefore, the chances are favorable that the store may be rerented for the same purpose. Here, just as in other lines of business, the good talking points are what help to close the deals.

LOTS, BLOCKS AND ACRES.

Location
Between — Price
Legal description — Mortgage — at $ — due
Street paved with — Equity
Kind of Sidewalk
Sewer — Terms
Water
Gas
Taxes for 19

Form VIII

The "Flat For Rent" form, Fig. XI, contains all the items upon which information is likely to be desired by the prospective tenant. Likewise, the "House For Rent" form, Fig. XII, contains all the information needed by the party intending to occupy a dwelling house.

The forms illustrated here have been made up as the result of experience by an old established firm, and while the dealer in another locality may be able to improve on them, they form a nucleus for the foundation of a modern, up-to-date real estate office system capable of being adapted to meet the demands of the busy public of the present day.

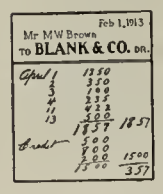
Nothing has been said so far regarding the method of handling buildings after they are rented, adjusting complaints of tenants, making repairs, doing cleaning, etc. It would be difficult to find a more valuable record in a real estate office doing this class of work than a card properly filed in a classified index upon which is recorded all the important items of, say repairs on a certain house. Mrs. Smith or some other person may come in more frequently than she should to order something done. It might be the custom to clean the walls of flats only once a year, but due to the lack of a proper and handy record, she is able to persuade the agent to clean her walls every six months. Thus, by the keeping of a proper record, the ingenuity of certain tenants will be disclosed.

Getting the Money

PSYCOLOGICALLY, the average man can hold in his head just so many facts efficiently. Indeed, there are men who pride themselves upon being able to recall instantly all details regarding a certain piece of property and who are prompt in giving the customer a correct reply to any question which may be asked. The writer's observa-

Statement Costs Cut Again by the Burroughs

The old pen-figured statements cost Blank & Co. $8.00.



A tired brain or an interruption is bound to jumble up pen-figured statements.

One Result—Jones' bill is $10 short. If he pays it, you are out $10. He knows you are careless, too.

Another Result — Smith's bill is $5 00 over. Smith kicks and Mrs. Smith now *knows* she has *often* been overcharged. Smith's trade is lost.

Blank & Co.'s cost.
Statements - $ 8.00
Under-billing 10.00
1 customer lost

To make out his statements in the old pen-figured way took R. F. Brune (retailer), in Sawtelle, Cal., 5 days a month (and then were not always correct).

After Mr. Brune put a Burroughs in operation he wrote us:

"My bookkeeper now finishes my monthly statements in six hours—they're correct, too."

Do you realize that just about one-half the time spent in making out statements by any one is used in handling the paper—placing, adjusting to alignment, and moving the sheets?

This new attachment almost doubles the capacity of this machine—*one motion* throws out the *finished* statement and immediately places *another* statement sheet in printing position. In short, this device would allow Mr. Brune to get his statements out in about three hours.

A Burroughs is built to do much more than just ordinary adding. Send for our bulletin, "Monthly Statements," describing this machine. Ask us to make out your statements next month; no cost nor obligation.

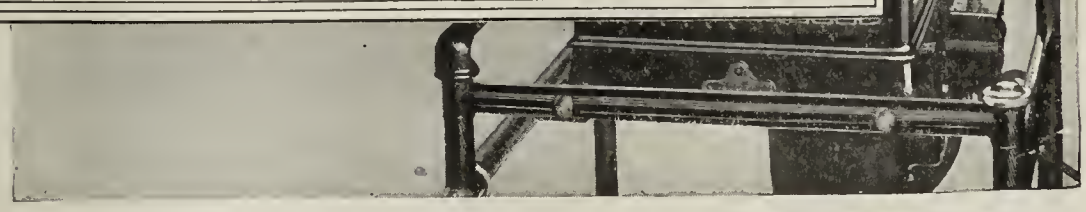
The machine-figured statements cost Blank & Co. $3.00.

These Burroughs statements are business-like and always *correct;* machines do not get brain-fag.

Another Result — The machine sends out the statements the first (not 5th to 10th) of the month. Reaches Jones when he can best pay.

Advantage of machine over pen figuring.
$ 5.00 time saved.
$10.00 under-charge saved.
1 customer saved.
Other customers made.
Quicker collections.
Mistakes avoided.

One motion of this little lever both puts in and takes out your statement sheet. The reason for it is, that it saves half the time over next best machine.



BURROUGHS ADDING MACHINE COMPANY
82 Burroughs Block, Detroit, Michigan
European Office: 76 Cannon Street London, E. C., England

Makers of adding and listing machines; listing and non-listing calculating machines; low-keyboard, visible-printing adding machines—86 different models in 492 combinations of features—$150 to $950; easy payments, if desired.

$8,000 to $10,000
YEARLY

Make Money Out of Others' Fun

Pleasing the Public Pays Big Profits and owners of our famous attractions frequently make from $8,000 to $10,000 every year. We make everything in the Riding Gallery line from a hand-power Merry-Go-Round to the highest grade Carousselles. Bring in hundreds of dollars daily. It is a delightful, attractive, big paying, healthful business. Just the thing for the man who can't stand indoor work, or is not fit for heavy work.

Just the business for the man who has some money and wants to invest it to the best advantage. Our goods are the finest appearing, easiest running, and most attractive line manufactured. They are simple in construction and require no special knowledge to operate. If you want to get into a money-making business write today for catalog and particulars.

HERSCHELL-SPILLMAN CO.
Park Amusement Outfitters
616 Sweeney Street, N. Tonawanda, N. Y., U. S. A.

Save Money
Use
Elsinore
Typewriter Papers and Index Cards

If Your Dealer cannot supply you, write direct for Samples.

A. S. LANDSBERG, Mfr.
27-29 Beekman Street NEW YORK

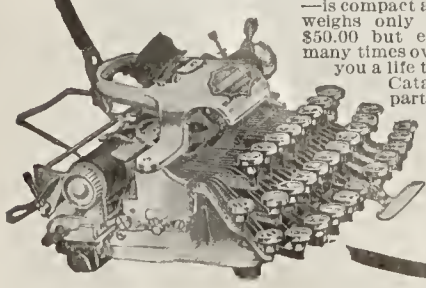
Improving waste moments with—

"THE BLICK"

WHAT the cash register is to the merchant—or the adding machine to the accountant—"the Blick" is to the commercial traveler and salesman. It enables him to turn to good advantage the time he ordinarily wastes on trains, in railroad stations and hotel lobbies. Furthermore, his clearly typewritten reports please the home office; his typewritten orders prevent shipping errors that lose money and annoy his customers; his correspondence is more business-like and readable. That is why more traveling and professional men are buying "Blicks" every day.

The only practical, portable popular-priced typewriter

The new improved Blickensderfer is the only wear-resisting, efficient, portable typewriter now on the market. It is easy to operate—typewrites perfectly—possesses features unknown to other typewriters—is compact and durable and weighs only 5 lbs. Costs $50.00 but earns its price many times over. Will serve you a life time. Write for Catalogue 6 and full particulars—NOW.



Blickensderfer Mfg. Co.,
120 N. Dearborn Street,
CHICAGO, ILL

STORE FOR RENT

Location		Near	
Size x	Front		Heat
Basement	Storeroom		Toilet
Rent		Possession	
Lease	Keys at		
Especially Good for			
Transportation			
Owner			Phone
Address			Commission
Remarks			

Form X

tion is that this type of business man may impress his customers that he knows his business and that he is a specialist in his line, but, after all, that fact does not bring in any money. It really satisfies the vanity of the individual in being able to recall remote facts; yet, in reality, it makes him lose money since it clogs his brain with material which might just as well be recorded on cards and practically forgotten.

Do not misunderstand the point—Mr. Woods with his card system is able to call on and talk to so many more different people on so many different pieces of property that he has gotten past the stage in his remembering capacity where he can afford to spend time memorizing unimportant details which he can just as well have written down and which he can more effectively impress upon the mind of a customer by showing in written form than he can by stating verbally. True, he may not leave the customer with the same strong impression that his competitor may about his wonderful capacity for recalling details, but he is more than likely, on the other hand, to come away with some sort of a definite answer, instead of an "I'll think it over" or "I'll look at it tomorrow."

HOUSE FOR RENT

Location		Furnished
	Price	
Material		
No. of Rooms		
No. of Sed Rooms		
No. of Baths		
Finish	Garage	
Floors	Barn	
Light	Sheds	
Heat		
Size of Lot		
Length of Lease		

Form XI

Suppose, for example, he calls on a woman who wants to rent a flat. He knows in a general way what she wants and he has five flats which may possibly suit her. Instead of telling her in detail about the five flats, he merely hands her the five cards (which may either be the originals taken from his office files or a set prepared especially for him by the office girl), and asks the lady to look them over. She takes the cards and rejects the first immediately on account of price. She holds out the second, rejects the third on account of location, the fourth on account of heat. She then compares the second and fifth one and finally says, "I like this one and will go with you at once to see it." She goes, likes the flat, rents it and the deal is closed. Now, the point is that in getting her to choose from among the five cards, Mr. Woods didn't really have to say a word.

FLAT FOR RENT ....Rooms Bath

Location		Near
Heat	Floor	Brick or Frame
Lighted by	Storeroom	Refrigerators
Plumbing	Laundries	Gas Range
Yard	Detached	
Possession Given	Rent	
Lease	Keys at	
Transportation		
Owner		Phone
Address		Commission
Remarks		

Form XII

She didn't get such a strong impression of his personality that she would remember him for years, but he accomplished what he called to see her for, viz.: to get her to rent a flat. Then later he got his commission and the incident was closed. It made little difference whether his name was Woods or Jones, the transaction was businesslike, quick, satisfactory to both and he was free to call on the next party.

When an Asset is Not an Asset

By Cromwell Childe

WHAT may be an asset in one community may be anything but that in another. Every business man knows and realizes this in a general way, but not all make a practical application of the knowledge. The following case is one that is in point.

A machinery dealer had formerly been in business in a metaliferous country and had moved into a mining country. He ought to have sized up and gained a clear understanding of the new conditions that surrounded him, but he did not. Nevertheless he was successful. His transplanted affairs prospered. One day he decided upon what a good many more business men ought to do—he had been in his new territory about three years then—prepared himself for a general "show down" and a thorough overhauling of his interests. He had an expert come down to go over his accounts and to look for "leaks" in his system.

Altogether, it was a very satisfactory experience. The dealer found himself, scrutinized by this cold-blooded accountant from a near-by big city, in the broad light of day and without fear or favoritism, in very fair shape. But he was surprised to see that

he did not have all the resources that he thought he possessed. He went into this with the accountant and asked him in detail. One item, much to his surprise, a "ten to twelve" hoist in his stock, was inventoried at its value in old iron scrap. As that hoist was worth close to $2,500, the dealer was curious and decidedly unbelieving.

"Why ,time and again," he said to the expert, "I've sold hoists just like that for that money. It's true I got loaded up with it, that the man I bought it for couldn't make good and I had to take it back. But it's only a question of time when I'll sell it. Some one will come along that wants it, and will pay the price. Yes, I know that I've had it a year, but it's certainly all right. Why do you figure it in just as scrap iron?"

"I'll tell you, sir," replied the accountant. "You've lost sight, in this particualr instance, of the conditions in this section of the country, relatively new to you. Rather, you've been carried away, and in this case have blinded yourself. Where you were a few years ago that hoist would have been worth its full value. I should have put it down here," he tapped his papers, "at $2,500. You would have sold it at that. Here you have practically no chance of selling it. You have not realized that.

"It is a special kind of machinery, adapted to certain conditions. It has no sale value in this region. The manufacturer won't take it back. Where you were, hoisting machinery was necessary to meet the demands. The mines in a metal country constantly grow deeper. The veins are vertical. Hoists like this are always wanted. Here, in a coaling country, the hoisting is from the same depth, as a rule. The veins are flat. Nobody wants your hoist. Hence its value is only scrap iron.

"Stock of any sort is worth what it will sell at. An asest has no sentimental value. It should be put down at what it will bring."

Just what his assets are the modern business man does not always know. Through enthusiasm or prejudice he is many times mistaken. It is not until the unimpressionable certified public accountant comes in that the question of values is properly adjusted, coldly figured in literal dollars and cents at the market price. Even then—for this is the most complicated of propositions—the accountant cannot always tell. He does not necessarily know the details and possibilities of production.

One of the most common incidents in business, however, is for a concern to be bolstered up on its books by its Accounts Receivable. Many times a showing not at all justified by the actual facts is made. The banker and the specialist realize this. Money due is not necessarily an asset. Money overdue and with very little likelihood of coming in is not an asset at all.

A shopkeeper wanted a loan not long ago. He had a good, high grade trade, a pleasing store and an obliging and capable set of saleswomen. His line of customers made it advisable for him, if not actually necessary, to carry accounts. His best customers were rather slow pay. They bought freely, and had the items charged. The business was not large enough for a special credit man to be employed. The "boss" himself followed up these matters. Not liking to antagonize or limit his trade, he was "easy." It was undeniable that he got much business on his personal popularity. Perhaps, in the long run, it was as broad as it was long, the increased trade he got more than covered his losses from those who ran up bills and would not pay. But the lesson this man had never learned was to write off his uncollectable accounts. His banker finally proved to him, inducing him to have an accountant go over his books in detail, that, prosperous as he was, he had been figuring wrong, that in reality, he was some $15,000 poorer than he thought.

Don't be Crushed by Competition

Keep moving. When competition gets there, you'll be somewhere else—farther ahead.

But that means getting ideas into action, and doing it quick.

You've got to use letters, you've got to use printed matter to reach the man you want to sell.

And the quickest, surest and most economical means of producing those features is

THE Multigraph is more than a mere machine. It is an advertising and selling department in itself.

It never delays, disputes or misunderstands instructions.

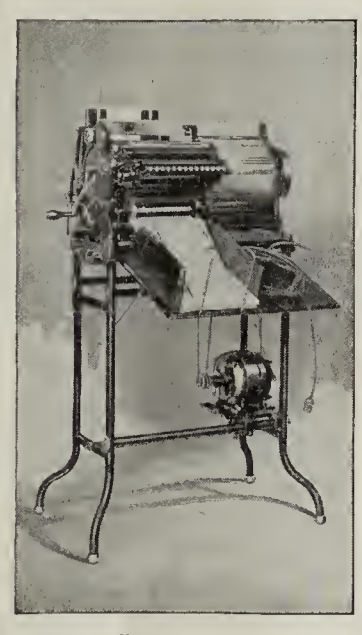
It will run off 40,000 letters in a day.

It will print booklets, folders, bulletins and house organs in short order.

Real printing, too, at 25% to 75% of printers' prices.

You can tell your story, sell your goods and cash the check while competition is waiting for the printer to deliver.

Ask us to give you the facts of others' experiences.



THE MULTIGRAPH

Produces real printing and form-typewriting, rapidly, economically, privately, in your own establishment

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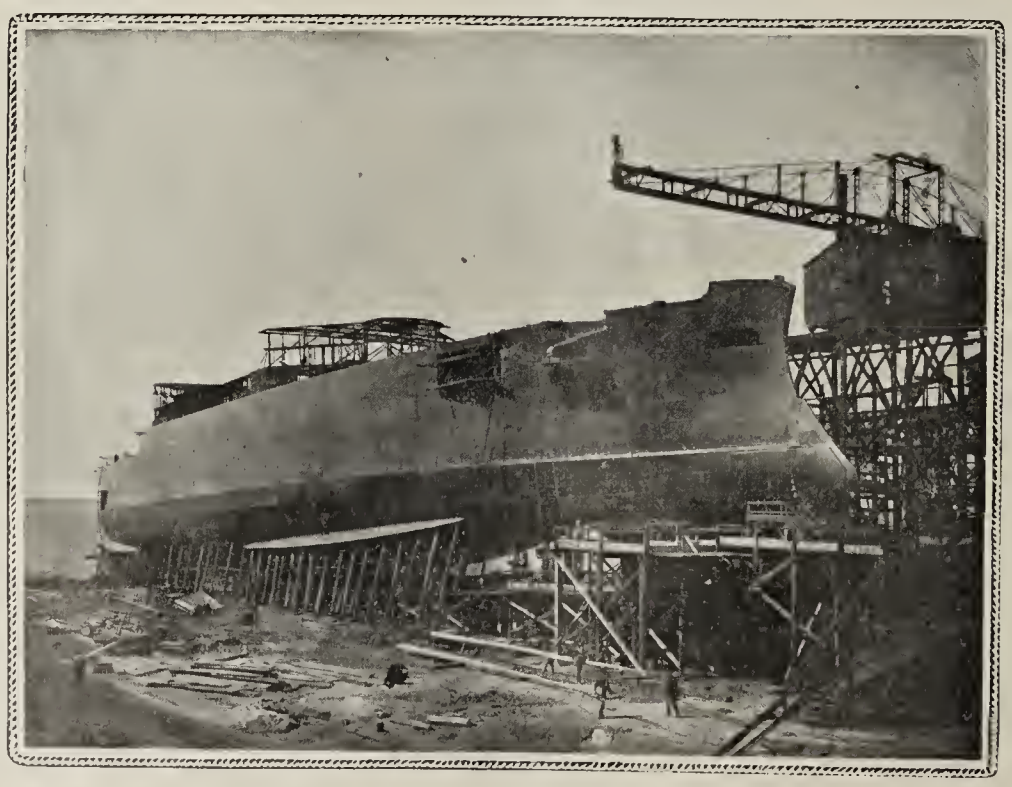
SHIP BUILDING in the UNITED STATES

by Waldon Fawcett

NOT in a decade has the ship building industry in the United States been in so prosperous a condition as at present and, what is more, there is every promise that entry has been made on a period of activity that will bring records of production far above the current rate of output. There are several explanations of this gratifying situation, but the principal one is found in the prospective opening of the Panama Canal and a consequent stimulus to coastwise and other trade that will render imperative additional facilities for cargo carrying.

Steel ship building constitutes, of course, the backbone of the industry, for the building of the square-rigged sailing vessels that once established Yankee prestige, has now virtually ceased in the United States and although thousands of wooden vessels are built every year on our oceanic coasts, lakes and inland rivers they are almost invariably of small size, and their tonnage, even in the aggregate, is inconsiderable. Statistics which have been compiled by the United States government show that at the close of the fiscal year 1912 there were under construction or under contract in the steel ship building plants of this country a total of 216 vessels, with an aggregate tonnage of 506,236.

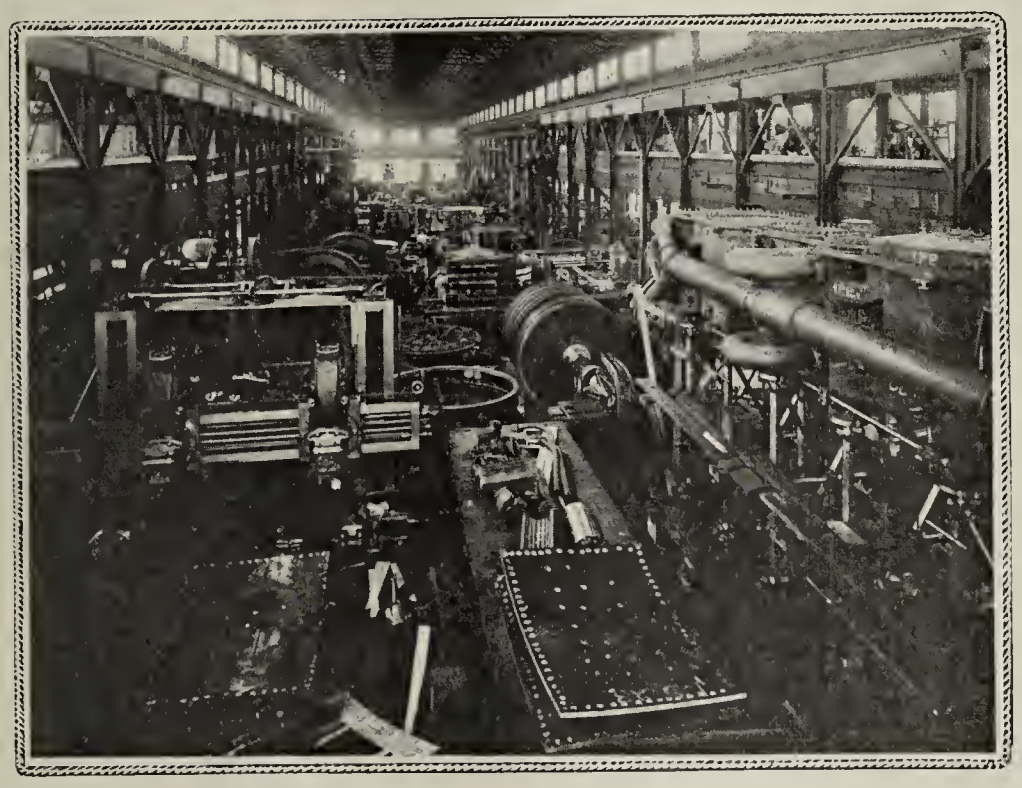


Although these figures do not tell the whole story, because a number of additional vessels have been contracted for since the report closed, whereas almost none of the new ships have yet been turned over to their owners, they have significance in that they show a greater number of vessels in course of construction than at any previous time since the opening of the century. In the matter of tonnage the returns for 1912 do not present quite so striking a contrast, but it has been half a dozen years since this present tonnage-total has been equalled and the half-million mark was passed only two or three times during the past decade.

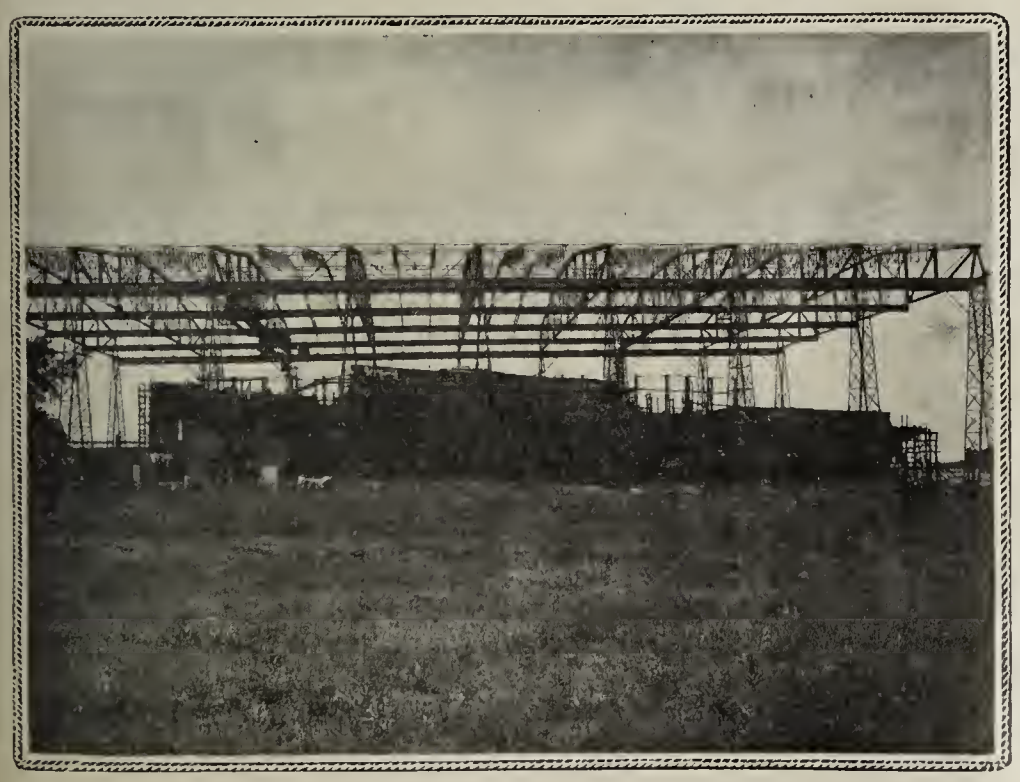
The friends of the American ship building industry are hopeful that the present activity presages an era of genuine development and real extension for the industry. Whereas, Americans led the world in the construction of the wooden clipper ships, this leadership passed with the advent of the iron and steel vessels. In the sphere of metal ship building, other nations, notably Great Britain and Germany, gained an advantage that has never been overcome. That this country has, however, all the physical essentials necessary for a ship building campaign of the widest scope is attested by the fact that there are in the United States at

the present time a total of about fifty ship building plants representing an invested capital of more than $52,000,000 and giving employment to upward of 37,000 men.

Some of the largest of these ship yards,—plants employing 4,000 to 5,000 men each,—are models in their arrangement and appointments and embrace in their equipment specially constructed machines that are without counterpart in any foreign yard. For example, at the great plant of the Newport News Ship Building Company at Newport News, Va., we find the heaviest hydraulic manhole punching machine there is in the United States; 32-foot bending rolls which are the largest in the world; a 22-foot wall planer that has no rival in any machine shop; and the 150-ton revolving derrick Hercules which is absolutely unique. At the Cramp ship yard at Philadelphia is the Atlas, the largest and most powerful floating derrick in the world; and at the costly plant of the Fore River Ship Building Co. at Quincy, Mass., are the best steel framework shelters yet devised for building large vessels under cover. All the leading American ship yards employ the economical traveling cantilever cranes, to an extent undreamed of abroad, for carrying material to ships under construction, and America has, of course, led the world in the use of pneumatic machines for steel ship building.



A significant feature of the latter day development of American ship building is found in the increasing activity of the ship yards on the Great Lakes in the construction of steel cargo boats for ocean service. The ship yards on the inland seas,—always among the most up-to-date in the country,—have for years taken intermittent contracts for oceanic tonnage, but latterly they have devoted more serious attention to this line and ten such vessels were recently under construction at one time. For the present the size and tonnage of vessels built on the lakes for the coasting and foreign trade is limited by the dimensions of the Welland Canal locks—2,550 tons being close to the limit,—but if the Welland locks are lengthened there will be a proportionate extension of the opportunities open to the fresh water shipbuilders. The boom in the building of merchant ships has had the effect of making private ship builders in this country somewhat less keen than they were a few years ago for government contracts for naval vessels, especially since the action of Congress dictates the 8-hour day on all government work; whereas, in many of the yards, the entire force is worked on the 10-hour per day schedule on all merchant ships.



The upper left hand photo on the opposite page show the great "Atlas," above referred to, while on the right is shown the method of hoisting a smokestack aboard one of the Great Lakes steamers in process of construction.

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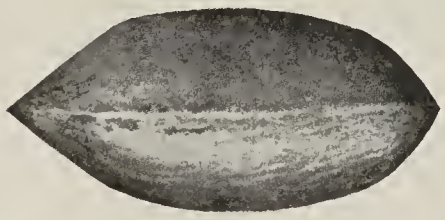

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Pay Roll Kept on Cards

A FACTORY in Ohio has installed a card pay roll system which consists of a five by eight card for each employe, covering six months, with two pays each month. This card shows the name, number and address of the employe, the department to which his salary is charged, also the time by days, total number of hours worked during the period, rate per hour and total amount due.

The cards are filed numerically, and when an employe does not work during the period, his card is placed in another file so that when the pay roll is made up none but active accounts are in the file.

The amounts due on the cards are totaled and this total recorded on a master card which is the last card in the file, and at the end of the six months' period all cards are placed back into the file and their totals added together, giving the grand total pay roll as shown by the master card.

Some of the advantages of this system are that you have but one card before you at a time when making up the pay roll and do not have to follow a line clear across a page to find the amount due, the money can be placed in a better position for putting in the envelopes than where a large book is used, and getting the wrong amount in the pay envelope is almost impossible as the number and name of the employe on the envelope corresponds with the one on the card. It is also found that the pay roll may be made up more quickly than in the old way.

Another convenient form is a pay roll receipt which, of course, can be used with any system and is here illustrated.

Preventing the Loss of Tools

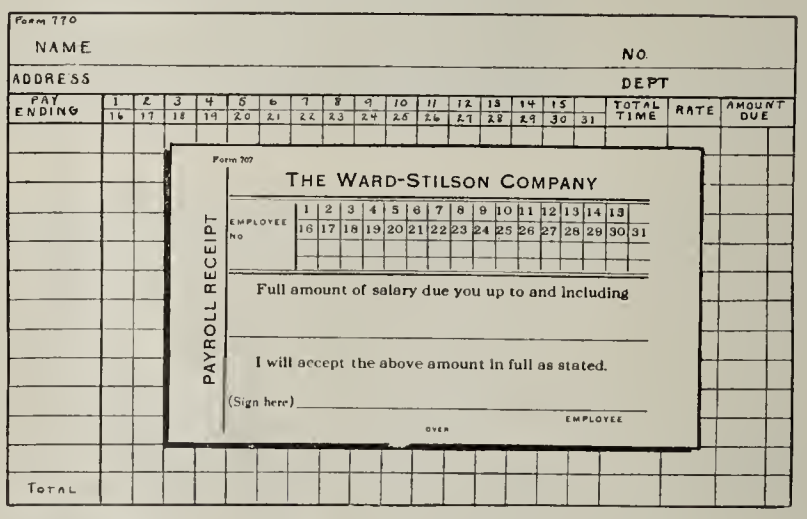
A CONSTANTLY increasing expense for replacing lost tools led a firm of contractors in the west to use a special form of requisition blank, made in triplicate, each member of the series a different color.

When a foreman requires tools or appliances, he makes out a requisition on this form to the storekeeper, filling out the three sheets at one writing by the use of carbon sheets.

He keeps one copy to enable him to better keep tab on the items furnished him. The teamster who hauls the tools or machinery from the store room, receipts the original and the other carbon and leaves them with the storekeeper who keeps the duplicate as his record and sends the original to the office, where it is filed to automatically come up when the use of the tools on that particular job is expected to be finished, giving plenty of time.

When the tools are returned to the storekeeper, the foreman is given a receipt on his record by the storekeeper, who also receipts his copy of the requisition and sends it to the office to serve as a memo for checking the office record.

Thus in the office files there is a complete record of all requisitions, telling at any time just what tools were out and on what job, and which tools had been returned; and thus they can hold the foreman and the storekeeper responsible. In one year this system saved this concern eight thousand


Form 770
NAME NO.
ADDRESS DEPT
PAY ENDING | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 | TOTAL TIME | RATE | AMOUNT DUE
16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
TOTAL

Form 707
THE WARD-STILSON COMPANY
PAYROLL RECEIPT
EMPLOYEE NO
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
Full amount of salary due you up to and including
I will accept the above amount in full as stated.
(Sign here) _____ EMPLOYEE
OVER

dollars as compared to the loss of tools and machinery in previous years.

Reducing the Cost of Drawings

MANUFACTURERS of store fronts, office and store fixtures—in general, makers of equipment that requires original drawings for each job, yet where the dimensions rather than the style or pattern of the equipment differ—can often save considerable expense in preparing drawings by making tracings of the more or less standard designs and parts, omitting, of course, the insertion of any sizes or dimensions.

A manufacturer of bank fixtures, for instance, formerly prepared separate working drawings for each job. He had tracings made of each standard fixture and part and ordered a big supply of blue-prints of each tracing and used these by simply inserting the proper dimensions, thus cutting in half the number of working drawings that had to be made to order for particular contracts. He figures that the saving is approximately forty per cent on the former cost of drawings.

A Tracing Card Record

THE systematic keeping of a card index record of drafting room tracings is one of the little things that is increasing the value and effectiveness of the modern systems in use in many factories. The form in use in at least one drafting department is here illustrated. It is printed on a three by five inch white card and is kept in an index file on top of the assistant chief draftman's desk, in plain view, as it is consulted quite frequently during each working day. In this file the cards are placed alphabetically according to the title which appears on the top line with the drawing number, together with its prefix letter designating the size of the drawing in the upper right hand corner and the promise date in the upper left hand corner.

This record serves two purposes; first, when new tracing covering new designs are to be made, and second, any changes on tracings already in use. When used as a new drawing record the blank space immediately below the title is not used, but when an old tracing is to be changed a short

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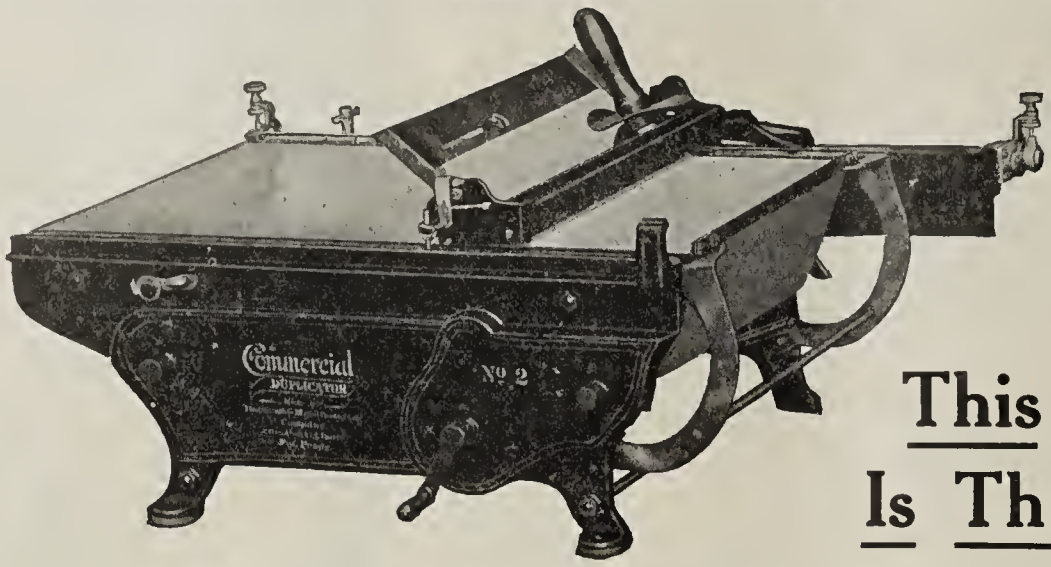

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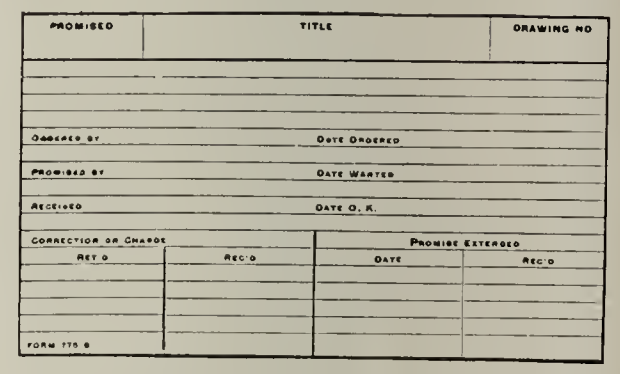
description of the change is written in for the purpose of giving the man in charge of the record a better basis for use in refiguring promise dates; for, with this information and his personal knowledge of the extent of the work on a particular job, he will have no difficulty in handling the matter intelligently and getting urgent tracings out in advance of the time promised, if necessary.

Very often the draftsman, who is working on a drawing, wants additional information from the person who ordered the drawing; therefore, the usefulness of the space for filling in the name of that person will be appreciated. The space for the name or initials of the drafting department's representative is valuable for the same reason.


PROMISED | TITLE | DRAWING NO
ORDERED BY | DATE ORDERED
PROMISED BY | DATE WANTED
RECEIVED | DATE O. K.
CORRECTION OR CHANGE: REC'D | REC'D
PROMISE EXTENDED: DATE | REC'D
FORM 770 B

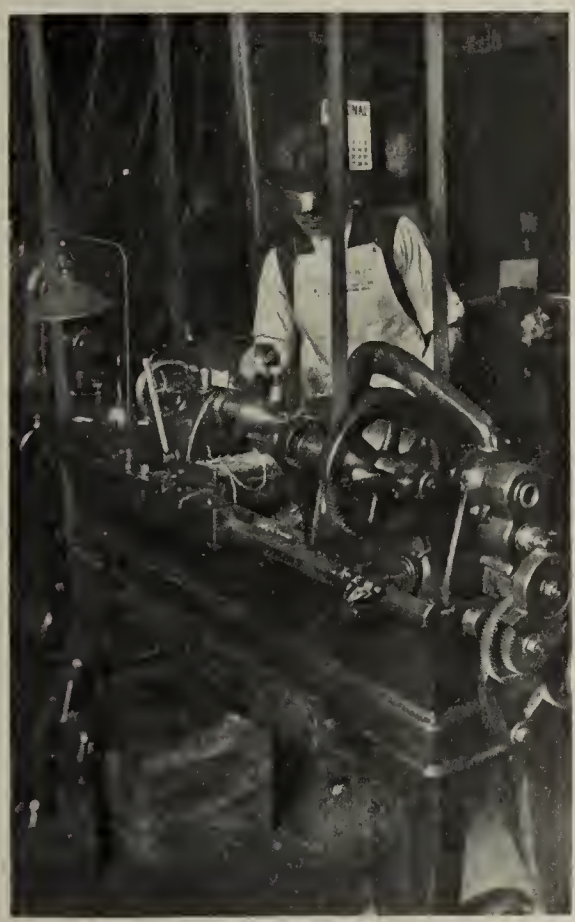
When a change is made and is sent to the person ordering it for approval the date is entered in the "returned" column and the date the approved tracing is received is entered in the adjoining column, thus providing a record of the tracing while in transit, or while out of the hands of the drafting department employes.

A section of the card is given up to notations on promise extensions. These are used when it is desired to readjust the schedule and the record of previous requests for promise extensions often gives to the men in charge a hint as to the advisability of asking the same person (for whom the drawing is being made) for more than two extensions, as this may raise the question of the ability of the drafting room to keep promises. Contrary to the ordinary custom, the men in charge when this record is used, endeavor to never let a promise date slip by; rather preferring to get it extended by request than to fail to deliver the drawing on or before the date promised. This they find more agreeable than to fall down on the promise and give the other fellow an opportunity to tell *them* about it.

Grinding Down the Crank Shafts

SOME of the best mechanics in an engine shop used to be employed in grinding crank shafts. The best a skilled worker could do was to grind down a crank shaft in three-quarters of an hour. In spite of the objections of the workman to machine

made parts, the foreman installed a machine grinder. Now a boy on the machine can complete a shaft in ten minutes and get a more perfect finish than the mechanic who took three-quarters of an hour to the same job. Hand filing was often responsible for uneven places along the shaft, which can not occur on the machine turned out product.



In a New England factory it is recognized that some men are more than 100 per cent efficient so the standard is based on the work of the average good man.

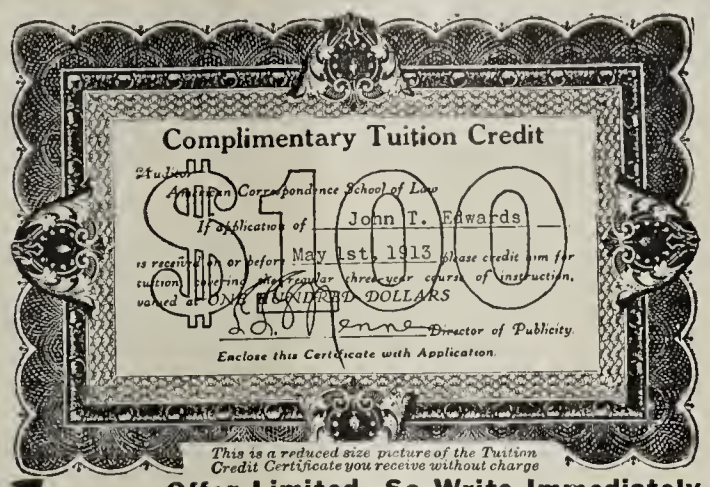
Unit Plan Lessens Inventory Work

A WESTERN manufacturer has adapted to his stockkeeping method one of the bank teller's ideas so that a perpetual inventory is checked or an ordinary inventory is taken with less likelihood of error and with a saving of time.

Just as the bank teller packs his money in groups of definite and uniform amounts, so this manufacturer packs his stock in standard packages of uniform and standard size. Only less than the standard number of parts in a uniform group are allowed to remain loose.

Thus, when taking inventory, or when verifying a running inventory on cards, the work is limited to counting only the number of packages and multiplying these by the uniform number of parts in each package.

Another manufacturer of small parts of varying size, groups all parts that are the same size in one or several bins of uniform size, built to order so that they exactly accommodate a certain number of parts,



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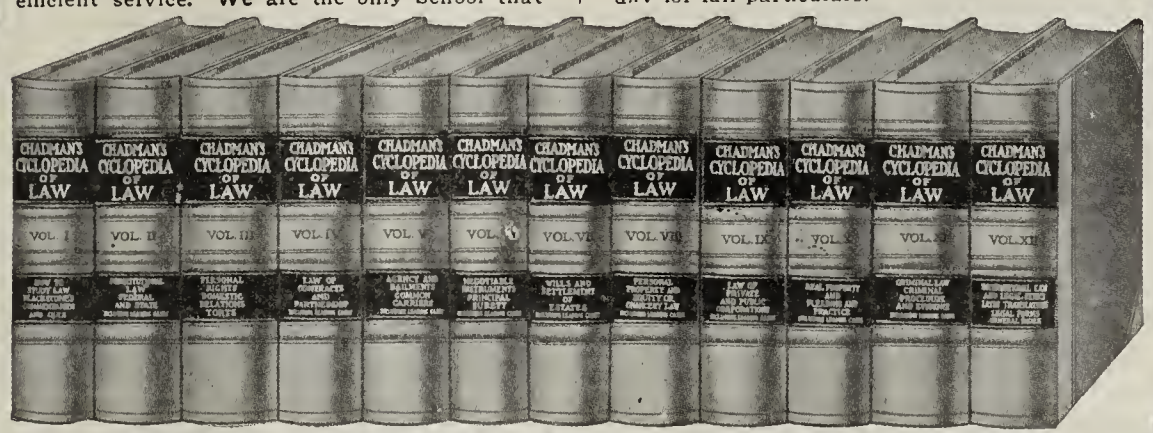

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It will take only a little of your time to investigate, and write us for our large illustrated book which sets forth the facts. The book is magnificently illustrated and gives you an opportunity to compare the Louisiana Delta with other lands now on the market. Address

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Visiting HALIFAX, NOVA SCOTIA, and ST. JOHN'S, NEWFOUNDLAND. The most desirable vacation cruise from New York.

New tourist steamships—**"Stephano" and "Florizel"**—fitted with every device for comfort and safety—wireless, bilge keels, submarine bells, etc. Seven days at sea; five days in port; the ship is your hotel. No transfers. Splendid cuisine. Orchestra. This cruise will be one of the most novel and delightful experiences of your life.

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Start a Credit Reporting Business

Credit Reporting is much in demand—big merchants will pay well for reports on trade. Let us show you how to be a Dun or Bradstreet in your locality. Write now and secure free booklet with full particulars.

NATIONAL PROTECTIVE ASSOCIATION

UHRICHSVILLE, O.

usually in units of ten, one-hundred, one-thousand, and so on.

Thus in taking inventory this manufacturer's clerks do not need to count the contents of bins that are full, and can quickly determine the exact contents of bins that are not full, with very little or no detail counting.

Such stockkeeping systems not only save time in counting for inventory, but also stimulate careful and accurate and honest bookkeeping.

Reducing Costs of Rubber Goods

IN A rubber factory a great amount of tar was used for which barrels were the containers in transit, and when they stood for some time the tar naturally stuck to the sides. When the barrels were broken up and burned there was at least five per cent of the tar still clinging to the sides. To prevent this wanton waste a large iron tank was built in the supply room. Now tank cars bring the tar and it is fed into the storage tanks through an overhead piping. Steam coils are run through these tanks so that the tar may be heated to a proper consistency to run through the pipes to the places where it is used. The wastage in the pipes is practically nil.

When making fleece lining for rubber boots a drum or cylinder was used and each thin coating of rubber material was wrapped around this drum until the thickness was sufficient. When the cylindrical coat of rubber was cut along one side and spread out on a flat surface in order to be cut into small pieces there was naturally an angle at the edge which went to waste. The drum was five feet in diameter. The fleece lining was three inches thick and this small angle at the edge, which was thought to be of no value, amounted to five per cent of the full amount of material wrapped around the drum. Two thousand pounds of rubber were used each day, costing sixty-nine cents per pound; these angular pieces of waste amounted to one hundred pounds, or sixty-nine dollars per day. By laying out the fleece lining on a table, the edges of all strips come out evenly at the sides and the loss is not worth bothering about.

At some of the tables where the men were cutting out uppers, the workmen thought it easier and quicker to let the strip fall over the edge of the table, since by having the material overhanging, it rested more firmly. In doing this, almost one-third of the material was thrown in a basket as scrap. One foreman said this did not matter, as material could be put back into process without waste. He did not consider that the cost of reworking the material amounted to very much. When his attention was called to the fact that the men could just as easily allow the patterns for these uppers to rest with one side against the extreme edge of the strip, he saw that it was really a saving. In fact, in some cases the men could put the patterns against each other and save cutting strokes by making one line be the edge of two pattern sides.

Rubber is fed into four rollers, one man as feeder to each roller. Should these tenders stop to reach for more material each time they had shoved in their bundle, it would mean that the strip of work in process would not be the same continuous thickness. To get the raw supply in a hurry the tender merely jerks a bell hung conveniently near his machine, and a fifth man throws him another supply. By using these bells the four tenders can have the fifth man keep them constantly supplied.

Increasing the Tensile Strength

SEVERAL years ago the foreman of the foundry in a gas engine plant had experimented sufficiently with his product to obtain what he considered the best results.

One day he was enthusiastically explaining his methods to a friend, also an old foundry worker like himself, who asked "What mixture do you use?" The foreman told him. "I think you should put more steel in the melt," was the older man's advice. Acting on this suggestion, various percentages of steel scrap were added and the result tested. It was finally determined that ten per cent more steel would double the tensile strength of the product. This steel scrap came from trimmings, cuttings and borings which were formerly thrown away as waste. Within the last couple of years, the company has found it a still better investment to send to an analytical chemist at the end of the week some borings from each lot of castings poured during that time. The chemist's report is a guide to the foreman in keeping up the standard of quality.

Using the Fly-wheel for a Fan

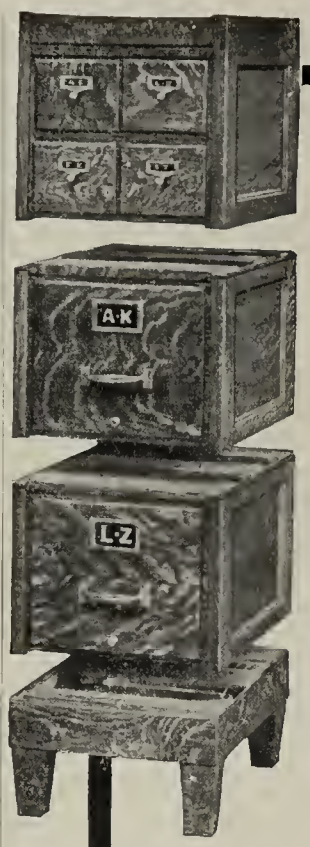
THE design of the fly-wheel used on the regular engines of a manufactory has lately been changed to give the spokes an inward curvature something similar to the blades of a fan. The outer rim of the wheel is so shaped that the air passing along the blade-like surface of the spokes is thrown outward and scattered with centrifugal force. This departure from ordinary design makes the fly-wheel a combination balance wheel and air-cooler. Naturally, this curvature must be varied according to the revolutions per minute in order that the windage may not be so large as to require an excess of power as compared to the ordinary engine with its fly-wheel and separate fan-cooling attachment.

Getting Stock to Size

IN THE early days of windmill manufacture, all lumber was bought in the rough, then planed and sawed to size. The cutting of fan blades resulted in a great deal of lumber waste, which could only be sold or given away as fuel. These blades were often so short that the purchasing agent of one plant saw the lack of economy in buying long logs and began getting stock to size. This resulted in a twenty-five per cent saving. There is practically no waste in lumber, while the space necessitated for cutting machines and handling of stock can now be utilized in taking care of an increase in factory output.

Buttons Made from Leather Scrap

PIECES of waste leather from the cutting department began to assume large proportions as a shoe factory increased in size. The pieces of leather were too small and irregular to be very well used in the same way that belt factories, for instance, utilize waste products. Finally the factory designer invented a process of making this waste into pulp and moulding it into certain articles. The leather was reduced to a soft, plastic condition in much the same way that old textile material is changed to a pulpy form. Buttons and washers proved to be the easiest thing for manufacture. The first buttons were manufactured by the manufacturer himself by using a piece of steam pipe cut about six inches long and sharpened at the cutting end on a grindstone. The other end of the cutting tube was plugged with a piece of hard wood. Then with a wooden mallet the manager tried various schemes for getting out the disks from the pieces of leather. Later on the buttons were cut with a die. By manufacturing these useful little articles of commerce the factory turned a waste heap into marketable stock. The washers were also cut out with a die provided with an inner cutting tube, so that the exterior and the hole might be made at one impression.



Macey

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Comprise every modern Filing Device

A system of interchangeable interior units comprising every modern filing device—a series of outside cabinets having open spaces to receive the units.

The outside cabinets are made in units with one opening and in upright cases with four openings. This permits horizontal and vertical expansion.

The Inter-Inter principle applies both to the units and the four opening cases, so that a system, once started with these cabinets, may be added to or rearranged and still preserve a harmonious appearance with the original purchase.

You will find the most complete and comprehensive line of filing appliances in the world illustrated and described in our new 112-page Catalog, No. Y-4311. Mailed free on request.

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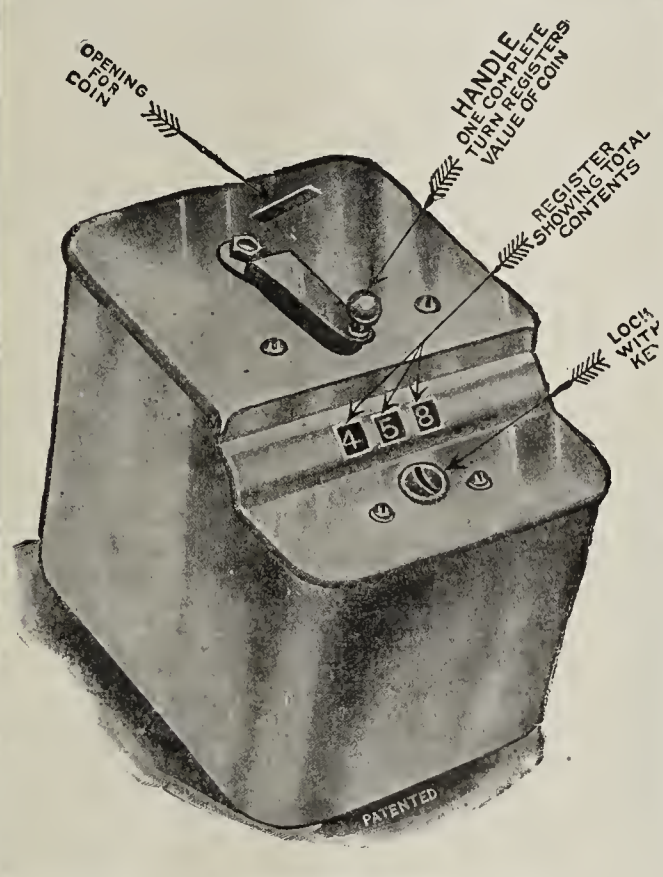
GRAND RAPIDS, MICHIGAN



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Insurance Men, Banks, Etc.

A Great Premium for Any Business

It teaches the habit of saving

You get the interest of every patron when you offer him a premium that will help him save. This strong "talking point" gives a unique premium value to the

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One Insurance Company closed with 80% of prospects called upon the first month they used the **National Self-Registering Bank** as a premium. Let us send you a proof of this.

An Ideal Bank for Personal or Family Use

Receives, adds and automatically registers pennies, nickels and dimes, all deposited in the same slot; showing to a cent how much is on deposit. Made of deep drawn sheet steel, nickel plated and highly polished. This little bank always keeps savings secure and creates the incentive in young and old to save. An unexcelled premium. Prices and particulars will interest you.

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Have Any Trouble With Your Fountain Pen?

Read what the Fountain Pen Manufacturers say about JASMINE INK in regard to the life of pens.

Jasmine Ink
IF IT ISN'T PERFUMED IT ISN'T JASMINE

What the Canton Cutlery Co., large manufacturers of fountain pens say:

"50 per cent of the fountain pens purchased are laid aside as useless within 30 days because of the corrosion and gummy accumulation in the feed left by cheap inks. It is not the pen that's at fault—it's the ink. Jasmine Ink is guaranteed to have no sediment and from every test is the best for fountain pen use.

"Our pens are guaranteed for two years providing Jasmine Ink is used exclusively in them. Should any defects in material or workmanship develop within two years send to us with this warantee and 10c. to cover postage for its return in good condition. If the purchaser uses any other ink than **JASMINE** this guarantee becomes null and void.

Jasmine Ink is also the best ink for home and office use.

For Sale By All Dealers
Sample Bottle by mail, 10c.
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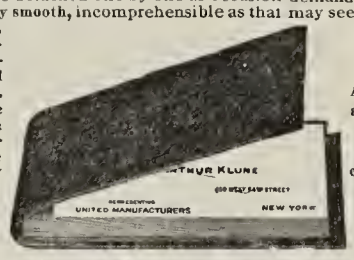
The United News & Stationery Company
ROCHESTER, N. Y.

DON'T HANDICAP YOURSELF

in the race for business by failure or neglect to provide yourself with the best business card the world thus far affords

Peerless Patent Book Form Cards

In use the cards are detached one by one as occasion demands. The edges are absolutely smooth, incomprehensible as that may seem, and every card is clean, flat, perfect and unmarred. They attract attention and they get attention. Send for sample book and detach them for yourself—You will never be satisfied with any thing else.



Appearance of our neat card in case

Send Today

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Sole Manufacturers
Engravers Die Embossers Plate Printers
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'Ever-Ready' 12 Bladed Safety Razor

The "Ever-Ready" is the quickest smoothest shaving razor ever made. Lather and shave with absolute safety. The "Ever-ready" cannot be made of better materials and it cannot be more complete. The best dollar razor, the best shaving safety at any price. Guaranteed so.

Extra Ever-Ready Blades **10 for 50c.** On sale everywhere or direct

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New York

$1

TIME RECORDS FOR PROFESSIONAL MEN

By Richard W. Proctor

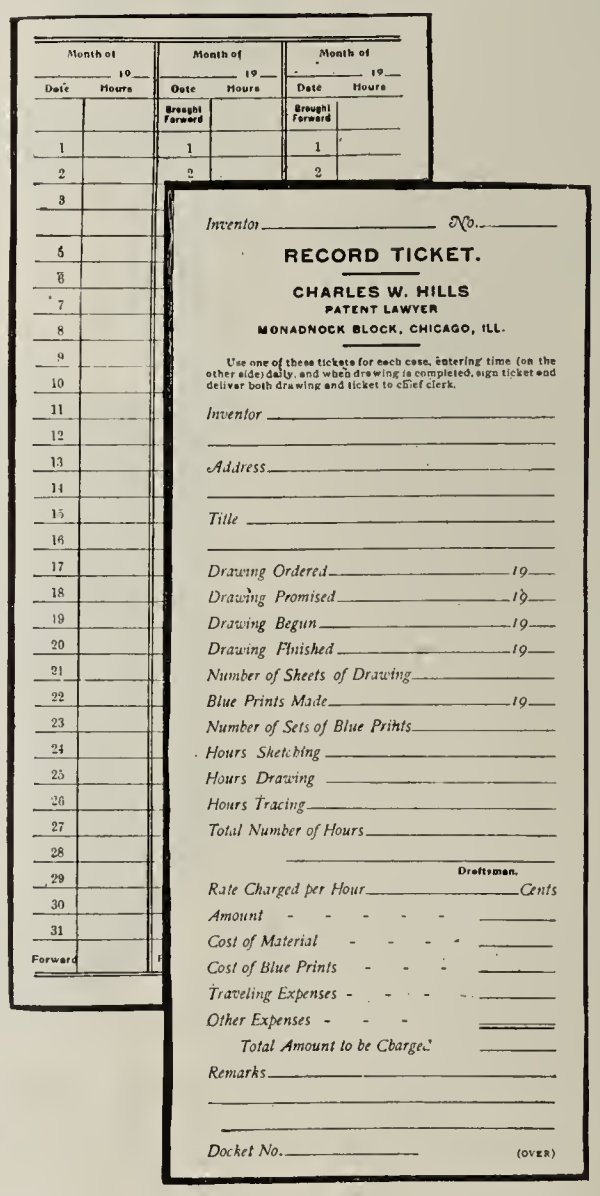
IN a business where professional service is performed for a number of clients, as in the case of an architect, a lawyer, etc., there is great possibility of failure to charge for time devoted to the work. Most service of this nature cannot be completed at one sitting—it usually extends over a period of several days, weeks, or even months—an hour or so being spent on the case from time to time. By reason of this, unless extreme care is exercised, there will often be failure to charge some of the time spent.

A patent lawyer uses a simple combination card and loose-leaf system that makes it next to impossible for him to overlook any time spent on a case. It also furnishes at a second's notice information as to the exact status of that case.

The minute a case is received in the office, a "Record Ticket" is filled out by the chief clerk, giving client's name, address, title of the case and date drawings are promised to client. The card is then clipped to the correspondence or other papers and passed to the draftsman. The reverse side of the card is ruled to provide for a daily record of time spent on the case for a period of three months—which, experience has shown, will cover the general run of cases. The draftsman in charge of the case makes a note on his calendar pad of the time he starts to handle any work in connection with it; when that particular part of the work is finished he enters on the back of the card opposite the current date the number of hours he has spent on the work.

When the entire case is completed, the rest of the form is entered up with an analysis of the exact time spent on the various parts of the case, such as number of hours tracing, sketching, drawing, etc.; also cost of materials, traveling expenses, general expenses, filing fees, etc. At this time the card is turned over to the accounting department to serve as a basis for billing the client.

The head of the firm will also have spent some time on the case, either in the form of time occupied in preparing documents, or instructing the members of his staff how to handle the case. or in personal interview or telephonic conversations with his clients. He keeps on his desk a loose-leaf book of "Daily Record" forms. He enters up this Daily Record form in the same way that the draftsman handles the Record Ticket—by noting on it the exact time devoted to the interests of each client. At the end of each day he turns the current day's record over to the account-



Month of ____ 19__ | Month of ____ 19__ | Month of ____ 19__
Date | Hours | Date | Hours | Date | Hours
Brought Forward | | Brought Forward | | Brought Forward | |
1 | | 1 | | 1 | |
2 | | 2 | | 2 | |
3 | | | | | |
4 | | | | | |
5 | | | | | |
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Forward

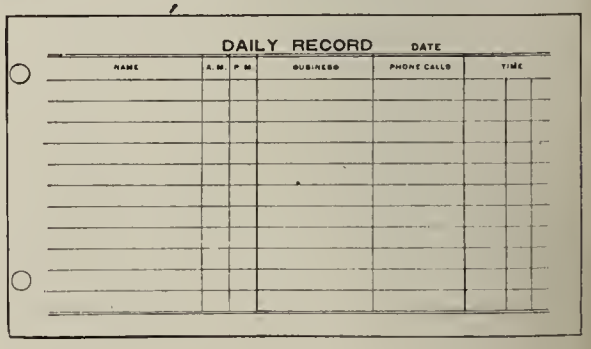
Inventor _____ No. _____

RECORD TICKET.

CHARLES W. HILLS
PATENT LAWYER
MONADNOCK BLOCK, CHICAGO, ILL.

Use one of these tickets for each case, entering time (on the other side) daily, and when drawing is completed, sign ticket and deliver both drawing and ticket to chief clerk.

Inventor _____
Address _____
Title _____
Drawing Ordered _____ 19__
Drawing Promised _____ 19__
Drawing Begun _____ 19__
Drawing Finished _____ 19__
Number of Sheets of Drawing _____
Blue Prints Made _____ 19__
Number of Sets of Blue Prints _____
Hours Sketching _____
Hours Drawing _____
Hours Tracing _____
Total Number of Hours _____
Draftsman.
Rate Charged per Hour _____ *Cents*
Amount - - - - - _____
Cost of Material - - - - _____
Cost of Blue Prints - - - _____
Traveling Expenses - - - - _____
Other Expenses - - - _____
Total Amount to be Charged _____
Remarks _____
Docket No. _____ (OVER)



DAILY RECORD DATE

NAME	A. M.	P. M.	BUSINESS	PHONE CALLS	TIME

ing department for their use in posting the day's charges to each client's account. When the accounting department receives the Record Ticket from the draftsman it knows that this particular case is completed, and after posting the draftsman's time to the client's account, can bill him in the regular way.

In addition to making it practically impossible for time to be omitted to be charged and reducing record keeping to a minimum, this system enables anyone in the office to know by merely glancing at the draftsman's Record Card the exact status of any case, at any time.

LITTLE MISTAKES *that* LOSE BUSINESS

Some Commonplace Experiences Which Can Easily Be Guarded Against

By Kenneth S. Howard

IT is not strange that some men make such great successes in business—they meet so little real competition.

But it is wondrous strange that the number of outright failures is not vastly greater, because so large a proportion of men ignore the very fundamentals of business success.

Not only in the ranks of employees but among managers and owners themselves, it is not uncommon to meet with indifference, unwillingness to do any extra work, refusal to rectify mistakes, or to replace imperfect goods, discourtesy, and sometimes actual dishonesty. When it comes to poor business judgment you can find it on almost any corner.

One act of indifference or of discourtesy will lose more trade than a dozen acts of attention and courtesy bring. It is so much easier to go down hill than to climb up. The trouble is that so many men do not even seem to know when they are going down hill.

The following are a few incidents from actual experience. Not one of them will strike you as being at all unusual, and right there lies the point—such incidents are altogether too common.

Indifference to Customer's Wants

FOR some time a man had been patronizing a certain hat store. He did not buy many hats, but what he did get all came from that store. One day he stepped in to buy a derby and the proprietor himself waited upon him. The proprietor hardly spoke to the customer. When the man found a derby which suited him he said something about having it fitted, as previously when he had purchased a derby at that store they had also fitted it. The proprietor told him rather shortly that it didn't need it.

A few days later the man again went to the store to get a piece of felt to brush his hat, and the proprietor handed it to him without even speaking, not even to say "Good morning."

Perhaps business was bad or the proprietor was not feeling well, but he should not have reflected his feelings in his demeanor.

After that the man bought his hats elsewhere. And evidently the hatter treated his other customers in the same way, for he shortly went into bankruptcy. He was too indifferent to hold his trade.

Unwillingness to Make Any Extra Effort

TWO printers were competing for a job. In itself it only meant a couple of hundred dollars, but there were chances that it would lead to a good deal more work. It was a small circular, and one printer submitted a dummy in two colors, actually going so far as to set up part of the matter in type and print it in one color, adding the second color by hand. The dummy showed exactly the kind of job he proposed to give.

The second printer, who had perhaps a bigger reputation, quoted prices and stated that if they were satisfactory he would make up a dummy.

The quotation of the first printer was considerably the highest, but he had showed just what he was planning to do, and the buyer decided that his work would be worth the money. He got the job. Some of his type was already set, so that in the end his work on the dummy did not cost much of anything extra.

The other printer lost all chance of get-

Esterbrook Pens
250 styles

Ask your stationer

Esterbrook's Relief No. 314 is an extraordinary pen that adjusts itself to any desired slant and writes smoother than the old goose quill. Made of special alloyed metal—won't corrode—and finished like a gold pen.

Write for illustrated booklet.

Esterbrook Pen Mfg. Co.
95 John Street New York
Works: Camden, N. J.

COLLECT YOUR BAD DEBTS

THERE are only two kinds of debtors—the honest debtor and the "dead beat." There is a way to effectively handle them both—*the former*, without giving offense—*the latter*, in a way that brings the most chronic bill dodger to time. Yet the plan is as simple and inexpensive as it is effective. It is built around two series of collection letters—gotten up as a result of years of study of collection problems and processes.

This Expert Collection Service for $1.00

Through long study and experience we know just what excuses debtors make—and what methods will induce them to pay what they owe. And this knowledge for which you would ordinarily pay a local attorney or collection agency in commissions many times the amount we ask—you can put to practical account for $1.00. For $1.00 we will send you ten series of letters of two different kinds for your inspection. Look them over and decide which style is better suited to the accounts you wish to collect. Hundreds of firms have collected $1,000 to $10,000 by means of these letters—Lyon & Healy, F. G. Smith Piano Co., A. J. Kasper Co., of Chicago—and many others—so surely you can bank on their judgment to the extent of $1.00 when the test may mean the collection of a bill long overdue.

Mail the Coupon

Tear it out—sign and mail now together with $1.00 in payment of the trial order. Use both series and determine which is best suited to your needs.
Whether you are wondering how to collect a number of "slow but good" accounts or whether the accounts seem practically worthless one series or the other will prod the tardy debtor into a realization of his obligation. So mail the coupon right now for the trial letters and full particulars.

The American Adjustment Co.
Room 1436 140 So. Dearborn St. Chicago

The American Adjustment Co.
Room 1436 140 So. Dearborn St., Chicago

Find herewith $1.00 for your ten full sets (4 letters each) of collection letters, to use in collecting our slow accounts.

Name.....

Address.....

.....

Recent Fires

in fire traps and in fire-proof buildings alike have demonstrated anew the fire-resisting value of

THE SAFE-CABINET

The flames that swept away the municipal building at Zanesville, Ohio, destroyed most of the city records. Those contained in THE SAFE-CABINET which stood in the hottest part of the fire *were uninjured.*

The conflagration that attacked the eighteen story skyscraper of the Union Trust Company in Cincinnati totally wiped out the records of many firms whose offices were gutted of everything burnable. Yet the contents of THE SAFE-CABINET in the very heart of the flames were undamaged.

Write for the story of these fires and for our catalog.

Dept. E THE SAFE-CABINET CO. Marietta, O.

Agencies in most cities. If you don't find us in your telephone directory address the home office

TYPEWRITERS

All makes. Lowest Prices. Big volume of business and cash terms enable us to undersell Smiths, Remingtons, Underwoods, Olivers, etc. Fully Guaranteed. Write

YOUNG TYPEWRITER COMPANY

48 Ottowa Building. Chicago, Ill.

This Magazine is printed with Ink made by

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78-84 Twentieth Street, Brooklyn, New York

The Sure Shot Binder

is the newest way to fasten paper or cloth and is also the best way. It is the only sure way of making your paper safe and secure.

This is but one of the many standard machines in the Acme line we have in stock. We will make a machine or staple for every specific use.

Write us full information stating your needs now.

ACME STAPLING MACHINE Co., Ltd.
112 NORTH NINTH ST. CAMDEN N.J.

ting the work because he was not willing to make any special effort for it.

Refusal to Rectify a Mistake

ANOTHER printer had an order for a little stationery from a small manufacturer. The stationery proved to be a couple of hundred sheets short, a matter of some ninety cents. The bill had been paid and the printer ignored a couple of letters asking him to rectify the error.

About a year later the small manufacturer went into the advertising business and had charge of getting out quantities of printed matter; but he gives no business to that particular printer. A ninety cent mistake unrectified was sufficient to drive away many hundred dollars' worth of printing.

Plain Discourtesy

A MAN took out a term policy with a life insurance company intending to change it into a permanent form in a couple of years. About a year and a half later he called on the local general agent of that company to interest him in a business proposition. The agent said that he could not decide the matter then and suggested that the man call again in a couple of weeks.

When the man called two weeks later he was told the agent was busy, and he returned to his own office. Half an hour later he telephoned and asked the telephone girl whether or not the agent was still engaged. Instead of finding out she connected him with the general agent. When the latter learned who was speaking he asked very curtly why he didn't call instead of telephoning, and without giving any opportunity for an explanation abruptly hung up.

When the next premium on that term policy came due the man simply dropped it, and took out a permanent policy in another company. The agent who prides himself on his smooth manner and who had forgotten all about the telephone incident, wondered what was the matter.

That man might have been a booster for that company. Now he certainly is not.

Would Not Replace Imperfect Goods

HERE'S another hat store. A man who was dissatisfied with his hatter went to another store to buy a straw hat. Taking it home he found it was imperfect, there being a break in the rim. The manager of the store would not replace it, as he said that his firm did not guarantee straw hats, but he offered to have the break sewed up. The customer never went to that store again.

If the hatter had taken advantage of the psychological moment and replaced the hat with a good one he would have made a permanent customer.

Saleswomen Also Have Faults

RECENTLY a young woman went into a big department store to buy a one-piece dress. She had waited on the street for the store doors to open, for she had to be at her own place of employment only a few minutes later; and it was fiendishly cold outside. So you can see she wanted that dress.

She went straight to the department. There on the rack was the very dress wanted—right color, right material, right style, remarkably low price—but the size was wrong.

A languid saleswoman strolled up, looked her over, and said, "Do you want that dress?"

"I want it if I can get it in my size," she answered, mentioning the size, "and if you have one with a high collar."

"We haven't anything but just what's there at that price," she answered, and turned on her heel. Not a word about other things at other prices, or any trifle of that sort. Naturally, the young woman left the store.

She may have looked like a cheap shopper, but it just happened that she was a stranger in the city, and looking for a place to do all her shopping in, for convenience sake. She lived with twenty odd other women, and had it in her power to knock or boost that store to a certain extent.

But she won't go there again in a hurry, and certainly not for a one-piece dress.

Ten Minute Daily Inventories

A LITTLE self-analysis each day will go far towards making a man a better salesman. If anyone who is selling merchandise or service would take ten minutes every twenty-four hours, and consider his weak and strong points as a salesman, there is no question but that he would soon acquire the ability to earn more dollars, no matter how proficient he is already.

Most of the biggest mistakes in salesmanship are made through ignorance, heedlessness or indifference. These are immeasurably greater in number than those which come simply from poor judgment. The man who takes frequent inventories of himself soon learns the particular faults to which he is inclined, and the recognizing of them is generally a long step towards overcoming them.

This, of course, is but the negative side of salesmanship. It is a plan to avoid doing what will drive away trade. It must be combined with the positive qualities which draw trade. And as a salesman discovers his faults he will find he can best overcome them by striving to put positive selling virtues in their places.

Try this plan and note the results in six months.

WAYS and MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

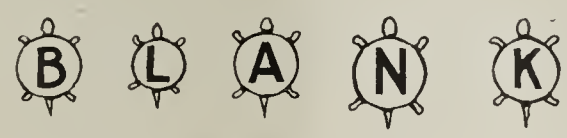
Concealing Important Letters

SOMETIMES a stranger comes into an office when there is an important letter on the machine which no one outside the office should be allowed to see. In such a case the stenographer should have sufficient presence of mind to get the letter under cover without making her action apparent. If she neglects to do so, however, there should be some device resorted to besides the command to "Turn that letter down," as the writer heard on one occasion.

A call for the letter on the pretext that something in it must be verified before it had slipped from the writer's mind would have served the purpose and would have been much more courteous to the visitor. Even though the latter might divine the underlying motive, he would appreciate the effort to save his feelings in the matter.

An Advertising "Shell Game"

A MODERN, wide-awake drug store in a hustling little city of ninety thousand, located in Eastern Massachusetts, recently caught my attention in a very unique manner. Seeing a large crowd before one of their show windows, I stepped over to learn the cause. The window had been prepared for, and contained several turtles of various sizes. On the back of each was a single letter, painted in yellow. In the background was a large assortment of the many preparations made by a well known drug company, whom I will call "Blank." A modest sign at one side read: "If you happen to see these turtles arranged properly so as to read—



just step inside, notify the clerk, and he will hand you this (here was pasted a ten dollar gold certificate).

Obviously the chance of ever seeing the turtles in proper order was very remote. However for those endowed with patience, and a love for speculation, suitable means was at hand for assisting them to pass away the time, and simultaneously become familiar with this company's products.

Protecting Stop Payment Orders

IN A BIG trust company that had five branches contributing business to the main office an effort was made recently to systemetize the work on a basis that would minimize errors and reduce risk of legal complications. In the method of handling stop-payment orders there was always a possibility that a stop-order might be accepted upon a check just previously cashed at another office. The official in charge first inaugurated a system whereby application for stop-payment was made to the paying teller, the order stamped with the time, sent to the bookkeepers to check against previous payment and then each branch was telephoned. When every bookkeeper and every branch had endorsed the application it was accepted and placed on file.

As a method of eliminating risk and legal

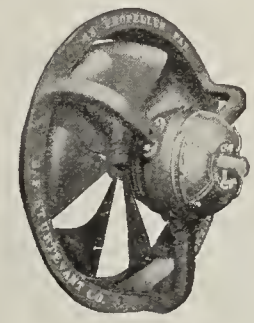
Pure Air Anywhere All Summer

Yes—even in that back room or basement so stifling last summer that you gave it up as unusable during the hot weather.

Sturtevant (REG. U. S. PAT. OFF.)

Ventilating Fans

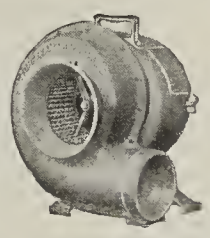
solve any ventilating problem no matter how difficult. They force out all the bad air and blow in a cool steady stream of fresh air from outdoors.



The Propeller Type Fans are for use where large volumes of air are to be handled without piping. They are usually placed in top sash of window or in wall or partition, and force the foul air out-doors or into another room. They ventilate kitchens, billiard rooms, bowling alleys, laundries, restaurants, club rooms and work rooms.

Booklet No. B P 4 ***describes these Fans***

Sturtevant Ready-to-Run Ventilating Sets



are used when smaller volumes are required, or when it is desirable to remove or supply air a distance through piping. They are used in ventilating and cooling telephone booths, bank vaults, toilets, closets, show rooms, and for taking away odors and fumes in factories, laboratories, etc.

Booklet No. B R 4 ***describes these sets***

Don't wait until hot weather comes again Act now

Write us about your ventilating troubles. Tell us whether you want to drive the fan by belt or electricity. Tell us what electric current you have—voltage, cycles, phase, etc.

Give us the size and location of your room. Our nearest engineer will advise you without cost to you. We can provide you with the proper fan to fill your exact needs.

B. F. STURTEVANT CO.

Hyde Park Boston, Mass.

Offices in all principal cities

ARMY AUCTION BARGAINS

Saddles	$3.00 up	New Uniforms	$1.50 up
Bridles	.50 "	Army Revolvers	1.65 "
Team Harness	21.85 "	" Rptg. Rifles	1.48 "
Leggins, Pair	.15 "	" Swords	.35 "
Tents,	2.20 "	" 7 Shot Carbines	2.95 "

Colts Cal. .45, Revolvers $7.50 up Cartridges .01c each
Springfield Manser Sporting Rifle 11.85 Cartridges .02c each
Army Breech Loading Rifle 98 cents Cartridges .02c each

MARCH 1913 CATALOGUE, 400 large pages, over 5,000 illustrations. 15 acres Gov't Auction Bargains described in cyclopedia catalogue, mailed 25c stamps.

FRANCIS BANNERMAN, 501 Broadway, New York

Greatest Premium of the Day

Give your customers these GENUINE RUBBER TIRE FOBS and you will clinch their loyalty for 1913. This wonderful little fob is the greatest boon to business yet discovered. Let us figure with you how to use it to bring you a rich reward of orders for next year. Our experience is yours for the asking. We know how others have increased their business—and we will gladly show you how you can boost your business in the same way. Write today for free particulars, quantity discounts, etc. AGENTS WANTED—Write at once for territory and complete catalog of our novelties.

THE OAKLAND ADVERTISING COMPANY
Dept. C Akron, Ohio

O.K. TRADE MARK REG. U.S. PAT. OFFICE

WASHBURNE'S CELEBRATED PAT. PAPER FASTENERS
YEARLY SALE 100 MILLION

THE ONLY PAPER FASTENER having the advantage of a SLEEVE PROTECTED PIERCING POINT, adapting it to REPEATED USE without injury.

Note illustration ⟶

Made of Brass and Nickel-plated Steel, 3 sizes. Put up in bright metal boxes of 50 and 100 fasteners each.

Your Stationer, 10, 15, 20 & 25¢.

PAPER PIERCING POINT PROTECTING SLEEVE (Enlarged for clearness)

Send 10¢ for sample box of 50 assorted. Booklet free.

Special prices in board boxes of 1000 fasteners each.

Note our Trade Mark "O.K." on each fastener and box. Accept no other. There is nothing just as good.

Liberal discount to the Trade

THE O. K. MFG. CO., Syracuse, N. Y., U.S.A.

Makers of Stationers' Specialties

L. & C. HARDTMUTH, Kingsway, London, Eng., Sole selling Agents for Europe, Asia, Australia, New Zealand and South Africa.

A. M. CAPEN'S SONS, 60 Pearl St, New York, N. Y. Sole selling agents for Latin America.

ROTOSPEED

Without An Equal at Any Price
Simple
Efficient
Accurate

SERVICE

The Rotospeed Duplicating Machine is extensively used for the production of facsimile form letters, office and factory forms, drawings, notices, descriptions, price schedules, stock forms, school forms, etc. It will print in quantity a facsimile reproduction of anything produced with pen and typewriter.

SUPERIORITY

Exclusive Features—Semi-Automatic paper feeding device, unlimited head spacing adjustment, positive ink pad, stencil attachment and impression adjustment, make the Rotospeed **simple, efficient,** and **accurate.** Anybody can operate it.

Price $25.00

ECONOMY

Its use means a great saving of printing expense. The **cost** does not exceed **20c. per thousand**—compare this with your printer's charges of from $2.50 to $5.00 per thousand. The expense that can be saved by using the Rotospeed is a big item worthy of your consideration.

OUR PROPOSITION

We will ship the Rotospeed with supplies included for a 10 day trial and examination, f.o.b. Dayton, Ohio, upon receipt of your check for $25.00. If it does not give entire satisfaction return it at our expense and we will refund your money.

A TIME SAVER

Takes but a few minutes time to prepare for printing and the copies may be printed at the rapid rate of 75 to 100 per minute. Consider the value of this machine in your office, when it is possible to produce printed matter of this character just when you need it.

THE ROTOSPEED CO.
500 W. Fifth Street
DAYTON, OHIO

Price **$27.50** *delivered west of the Mississippi.*

complications the method was excellent. But a vital factor in establishing efficiency was entirely overlooked and this so-called system had in the very outset failed to eliminate lost motion or to render prompt service to customers.

A man presenting a stop-payment order was obliged to wait until the paying teller received endorsement of six clerks. It was not only a nuisance to the paying teller and took his time, but the applicant and any other customers were kept waiting in line while he fulfilled instructions.

When the method came under an expert's eyes, he picked up a printed stop-payment slip and examined it. There was a blank space on the bottom and taking a pen he wrote: "It is hereby understoond, that in event of this check having been paid previous to time-stamped acceptance the order for stop-payment becomes null and void."

The sentence first saved time for the customer. It allowed the paying teller to simply pass the check to the bookkeeper who endorsed it, passed it to the telephone girl who called up the branches. She did not ask if the check had been paid. She simply described it, stated the time, and announced payment was stopped. That kept the telephone lines open and in event the branches had paid they notified immediately on discovery. It allowed the clerks a little leeway and did not strap them into labyrinth of red-tape, and finally, it gave the bank a bigger point of protection than the system itself.

Getting New Savings Accounts

ONE of the large Chicago banks recently conducted a very profitable New Account contest for its Savings Department.

Cash prizes amounting to several hundred dollars were offered on the following basis, a first prize of Seventy-five Dollars being offered for the largest number of points, Fifty Dollars for the second, and so on:

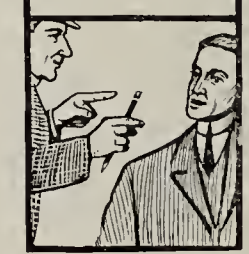
For accounts of	$5,000 and up		250 points
For accounts of	2,500 to	$5,000	150 points
For accounts of	1,000 to	2,500	120 points
For accounts of	500 to	1,000	90 points
For accounts of	250 to	500	75 points
For accounts of	100 to	250	60 points
For accounts of	25 to	100	45 points
For accounts of	5 to	25	30 points
For accounts of	1 to	5	6 points

The bank assisted the contestants by furnishing stamped envelopes, circular letters and cards. Daily bulletins were posted showing the progress of the contest and the standing of the contestants.

During the last week the excitement was very intense, as accounts came in at the rate of 175 a day.

Sixty employes were entered in the contest, which resulted in a gain of a thousand new accounts for the bank.

A Selling Approach that Suggested the Need



A COMPANY making a machine that checks errors had sent five of their salesmen to call on a Buffalo prospect without result. After giving this prospect a short rest from hostilities, this company put their "best man" on the case. Of course, this salesman knew that all the strong arguments had been used, that the usual closing methods had all been tried—only something entirely original would get the order.

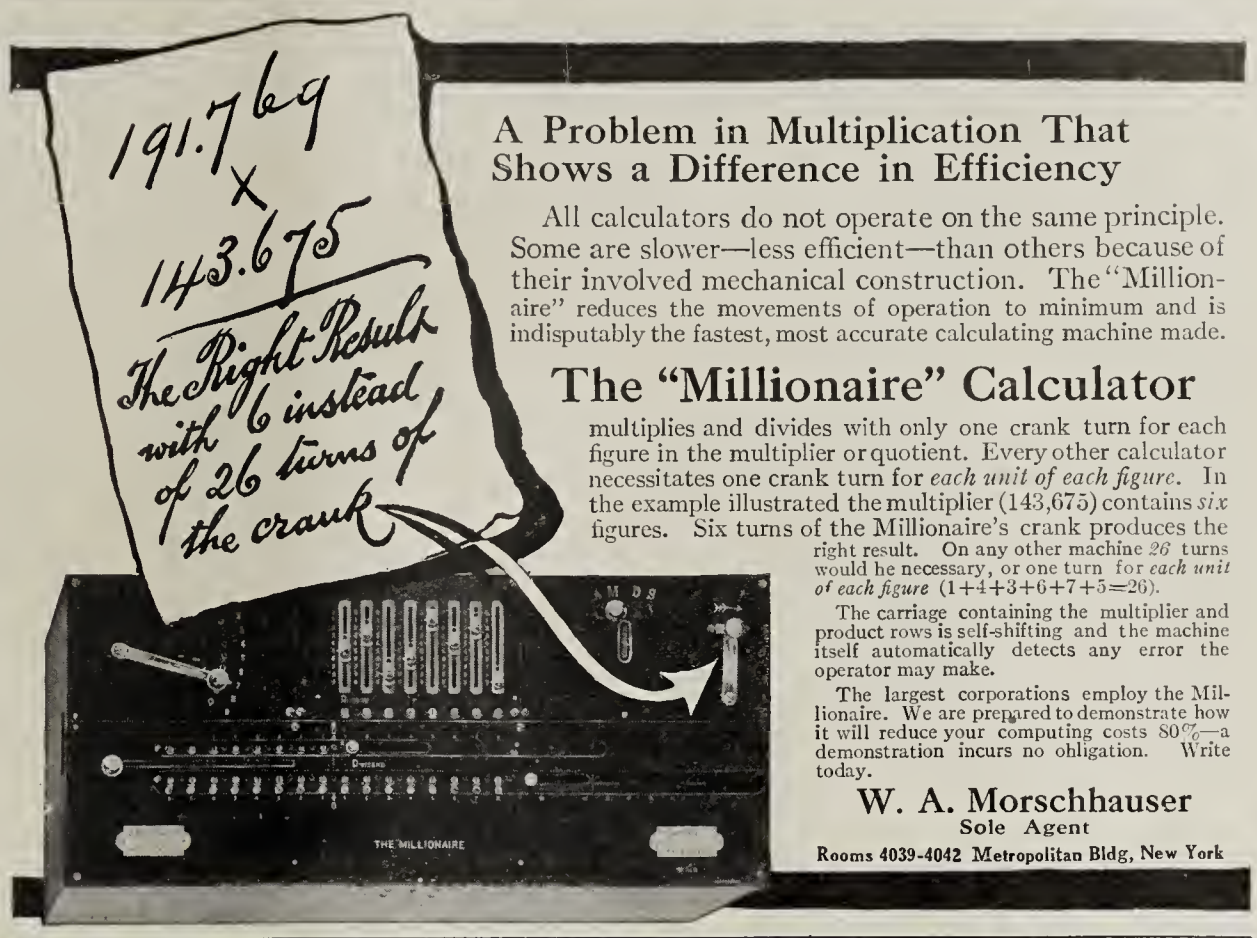
He had no new ideas, but he entered his prospect's store confidently, and loafed

around awhile. Presently he wanted some cigars, purchased them and noticed that the clerk who waited on him used a pencil with the rubber very much worn. He asked how the rubber had become worn, and the clerk half humorously replied that rubbing out mistakes must have done it.

At once, the salesman saw his opportunity for the strongest kind of argument—concrete evidence of his prospect's need for what he was selling. Without ceremony, he took the pencil up to the proprietor and said:

"Look here, I just got this pencil from one of your clerks who said this rubber has been worn down by rubbing out mistakes. How many mistakes do you suppose get past every day that are not rubbed out?

"Yes, sir, that pencil will do—just sign here. You don't need a pencil with any rubber on it when you write your name on that order blank. No man yet in your line of business ever made a mistake when he signed for one of these machines."



A Problem in Multiplication That Shows a Difference in Efficiency

All calculators do not operate on the same principle. Some are slower—less efficient—than others because of their involved mechanical construction. The "Millionaire" reduces the movements of operation to minimum and is indisputably the fastest, most accurate calculating machine made.

The "Millionaire" Calculator

multiplies and divides with only one crank turn for each figure in the multiplier or quotient. Every other calculator necessitates one crank turn for *each unit of each figure*. In the example illustrated the multiplier (143,675) contains *six* figures. Six turns of the Millionaire's crank produces the right result. On any other machine *26* turns would be necessary, or one turn for *each unit of each figure* (1+4+3+6+7+5=26).

The carriage containing the multiplier and product rows is self-shifting and the machine itself automatically detects any error the operator may make.

The largest corporations employ the Millionaire. We are prepared to demonstrate how it will reduce your computing costs 80%—a demonstration incurs no obligation. Write today.

W. A. Morschhauser
Sole Agent
Rooms 4039-4042 Metropolitan Bldg, New York

THE PRESIDENT of a wholesale grocery house in Michigan tells an amusing story of how he brought one of his salesmen down to earth on the salary question and how he is keeping him there. There's a tip in his little system that may prove valuable to other employers who encounter the same difficulty. Here is the story just as he told it to me:

"Kelly had been with us a long time and was a very valuable man. He had a large following of friends in his territory who gave him every bit of business they had to give and he not only held his old friends but was continually lining up new ones. There was just one fault that I could find with him and that was that he was altogether too keen on the salary question. Not that I do not want an employe to stick up for his rights and I am always willing to entertain reasonable demands for pay envelope increases, but Kelly got an exaggerated sense of his value to the firm and got to thinking that every year's contract had to be made out a few figures stronger than the old one.

"Even that wouldn't have been so bad if it were not for the fact that he always tried to bluff me by saying that he had just had an offer of an extra twenty-five or so from a competing house. Now, I was reasonably certain that in practically every case these competing offers were mere shadows of Kelly's very practical and businesslike imagination, so I decided to call the bluff the next time and fixed it up with a friend of mine who is a clever salesman but not in the market for a job, to be the shadow. He was to come to my office at a pre-arranged hour and put up a strong bid for Kelly's job—tell me he believed that he could pull more business off the territory, give me a plausible story of dissatisfaction with his own house and so on.

"Then I fixed things to have Kelly accidentally overhear the conversation. I gave the shadow applicant a stall when he called for the job but told him there were certain reasons why I might be able to use him and if so I would send for him. I knew Kelly was listening with eager ears and so I awaited developments.

"The afternoon hadn't gotten many hours further along before Kelly came to my office willing and anxious to sign up his contract at the old figures. I kept him on the anxious seat for a few days so he would really think there was something to the other application and then I handed him over the contract and he signed it with a joyful flourish."

Free Carbon for 1 Week!

I Want to Send YOU a Supply of BULL FROG Carbon Paper Sufficient to Last One Stenographer One Week. FREE!

I mean just that. For I know if you once try Bull Frog, and discover that it makes 130 clear, sharp impressions (almost double the service of o · dinary carbon paper)—that Bull Frog will write as long as the paper itself holds together, and that your carbons will *all* be as easy to read as newspaper print, you'll never use any other carbon paper

I Pay Almost Double for Ingredients

The wax used in Bull Frog Carbon Paper costs me 90c a lb. where others use a 25c to 60c product. I pay 4c a lb. more for imported Crompton paper than the next best grade which others use. But this paper is nearly as *tough* and *tensile* as cloth.

Then I *saturate* the very fibres of this superior paper with carbon instead of merely surface-coating it. So it writes sharp and clear until the paper itself is worn out. It won't smudge nor smut—you'll have no illegible carbons with Bull Frog. And yet you'll pay no more for Bull Frog than for cheaply-made, inferior carbon papers.

Carbon Paper may be a small item with you. But the kind of copies you get with it is important enough to warrant your taking advantage of my free offer. I'll take my chances on getting your future business after you have *tried Bull Frog once.*

This old-fashioned Bull Frog appears on every box of genuine Bull Frog Carbon Paper. It stands for *unvarying* quality.

H. W. Rotherick, Presdt.
Newton Rotherick Mfg. Co., Dept F, 32 S. Clinton St., Chicago

Tear Out and Mail Coupon for Free Test

If you're busy just hand the coupon to your stenographer and let her write on your business letterhead for the liberal Free Trial Package. If Bull Frog does what I claim for it you and I both gain, and I know it *will!* Mail the coupon today.

H. W. Rotherick, President
Newton Rotherick Mfg. Co., Dept. F, 32 S. Clinton St., Chicago
I have filled out the blanks. Please send me Free Test Package of Bull Frog Carbon Paper advertised in April Business

Color of carbon wanted.

How many typewriters do you operate?

Name..... Address.....

The $30,000 Obstacle

A Sort of Human Handicap That Exists in Many Large Businesses Today

By T. V. Orr

"SPEAKING of Efficiency," said Davis, the assistant sales manager, addressing Edwards, his chief, in the privacy of their office, "we have here about the finest example of non-efficiency that I ever saw. Since I am going to the Taylor Co. next month anyway, I have half a notion to mention it to the G. M."

"I don't follow you," said Edwards, disapprovingly. "In the manufacturing department our cost of production is as low as that of any factory in our line, and it is a recognized fact that we have our pick of the workmen. In our Decorating Department, the same condition prevails. Our Shipping Department prides itself upon its high efficiency, and as for sales—you know our system is the envy of every competitor. As you are well aware, our selling cost is far less than that of any other factory: in fact, it is less than 20% of the average selling cost of our competitors. They admit that, and their dividends show it."

"All true," Davis replied, "and fully admitted. At the same time, this factory is suffering from gross inefficiency, to the tune of about $30,000 per year."

"You're crazy," remarked Edwards politely.

"I *am not*," Davis replied cheerfully. "I'm wise. The trouble with you is that you take too many things for granted. Now see here; did you ever stop to think that efficiency is positive—not comparative? And that comparison in efficiency tests is only useful in noting progress?"

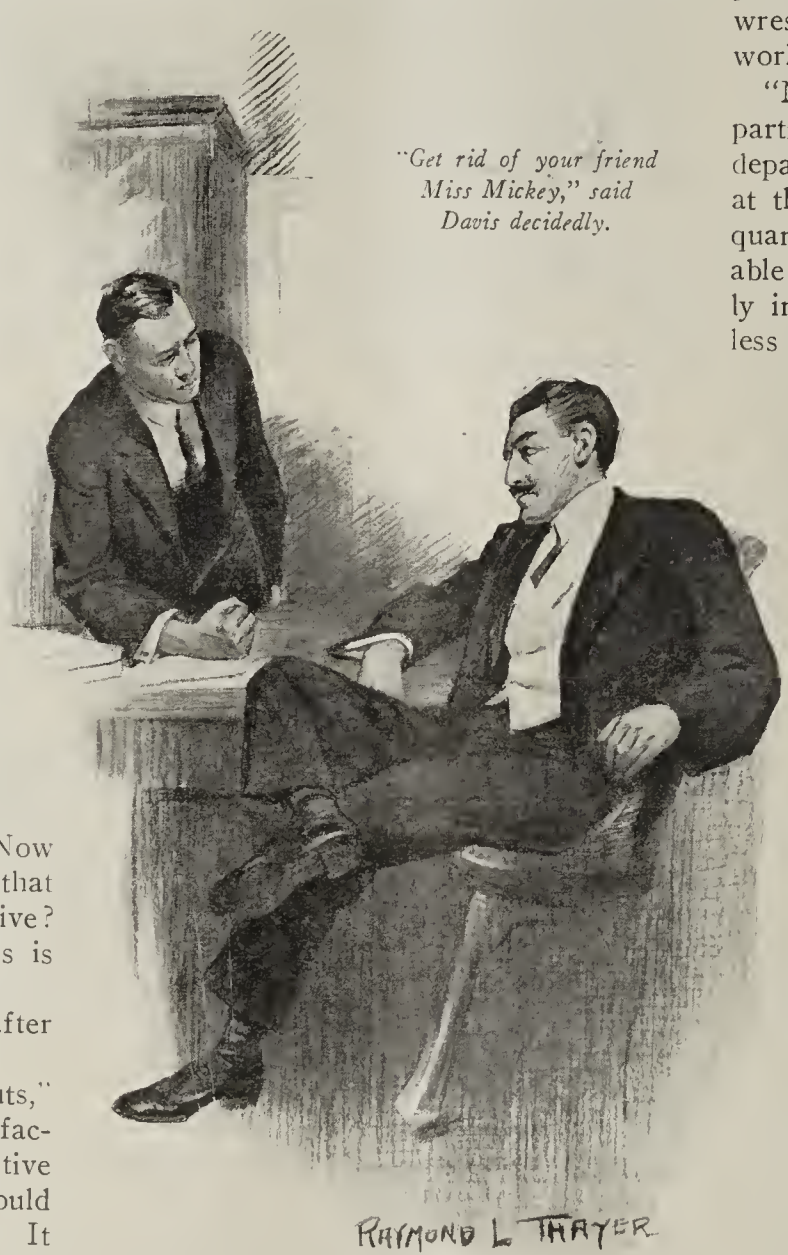
"Yes, that's true," said Edwards, after a moment's thought. "But—"

"Wait a minute; I'm coming to the buts," Davis broke in. "Now take the manufacturing end. A year or so ago an inventive genius proffered us a machine which would do the work of *one whole department*. It was tried out. It worked splendidly. Its product was superior to the hand-made article. But *it was never adopted. Why?*"

"Because of labor complications, I have always understood," Edwards answered.

"Probably; but did it ever occur to you that if the G. M. had had the right sort of man out in the factory as his assistant, those troubles which threatened could have been gradually overcome, and the machine saved to the industry? Do you realize what an economy it would have been? Take the bottle-making machine. It had the same fight, but it won.

"Now let us go up into the molding rooms. True, we get as much output per man as any other factory in our line. Yet you and I both know that the average man in that department is not 75% efficient—probably not 60% efficient. Yet our customers are begging for goods right now which we can't ship them because we are running to full capacity, and the supply is not sufficient to equal the demand. Every one of these men is working on a piece work basis, and they themselves admit that they could do more. What's the answer?"



"Get rid of your friend Miss Mickey," said Davis decidedly.

"Labor troubles again," Edwards answered.

"There is one sad thing about you," said Davis sorrowfully; "you haven't the proper amount of imagination. You stop at every period as though it were the end of the book. Did it ever occur to you that the answer might be in the back? Here we are with the largest and best equipped factory in the world in our line; with the pick of workmen; with every condition favorable, and still we pat ourselves on the back because we have managed to maintain *as good production as the other fellow* who has to wrestle with an antiquated factory, inferior workmen and other handicaps.

"Now lets go on up to the Decorating Department. We have over 800 people in this department. Every modern convenience is at their disposal. On account of the vast quantity of work turned out, we should be able to effect radical savings and materially increase our output over that of others less fortunately situated. Do we? Not at all. We are tickled most to death that we attain the *same degree of efficiency* as our competitors working in less well equipped factories and under a number of handicaps. The system used in that department has not been radically changed in twenty years. Yet the man in charge of that department is a live, able man. Am I overdrawing any one of these statements?"

"No," said Edwards slowly, "you are not. At the same time, you can't expect perfection in any organization. Weakness cannot all be overcome. Some inefficiency is to be expected; and I do not quite see how you propose to overcome these weaknesses. They are not, by the way, all of the weak places I could put my finger on—not by a long shot. At the same time, I still maintain that as a whole this organization is more than unusually efficient. For all of the failings you have mentioned there seems to be a good and sufficient reason."

"There is a *sufficient* reason," said Davis grimly, "but not a *good* one. There is never any *good* reason for the continued existence of known inefficiency in any business."

"All right! All right! Tell us the answer, then," said Edwards with a touch of impatience.

"Right-o! Here you are in a nut shell. Get rid of your friend, Miss Mickey," said Davis decidedly.

"What? Now I *know* you are crazy," said Edwards. "Don't you know that Mickey has been here for nearly twenty years; that she knows more about the business end of the business than anybody except the G. M. himself; and that she is so firmly fixed here that the firm wouldn't any more think of parting with her than they would of closing up part of the factory?"

"Now don't be so sure of all that," said Davis. "I've been giving this problem considerable thought of late, and I'm not so sure about it as you are. You know when an irresistable force meets an immovable body, something is sure to happen. Now here is Miss Mickey—the immovable object. On the other hand there is a $30,000 loss which she occasions the firm every year;—*that's* the irresistible force. Now some day they are going to come together—then—'Kerblam!', as we used to say when I was a kid.

"But Davis, you don't mean to tell me that Miss Mickey costs the firm any such sum as that! That's ridiculous, you know. You've let your dislike for that charming old party get the better of your good judgment."

"*Have* I?" queried Davis. "You think so? Well, let's take a look around. You remember Harrison, the young fellow who was here for a time ostensibly as purchasing agent, but whose biggest work was an efficiency expert? He didn't last long, did he? Miss Mickey disapproved of him. You remember Basker, the advertising man? He said this was the greatest advertising proposition on earth; but he came in violent contact with Miss Mickey and left in disgust, having never put half of his plans into effect. The advertising was discontinued because Miss Mickey disapproved of it and managed to discredit it, in some ways at least. Miss Mickey wouldn't approve an efficiency expert in the shop. Miss Mickey wouldn't approve of radical changes in the Decorating Department, and so our friend Stevens (wise chap, Stevens) runs along in the same old groove to avoid friction. However, she is out after Stevens' scalp, and if let alone long enough she will get it, despite his long service with the Company.

"You don't mean to tell me," said Edwards in astonishment. "She is really after Stevens? Why, he has been in the Company's employ as long as she has. Can she really injure him?"

"Can she? Why, Edwards, you don't realize the fiendish ingenuity of a woman of that type. Neither Stevens nor his brother have any more chance than the classic tallow-legged dog in his futile chase of the asbestos feline through the nether world. That is, unless something comes up to stop her mad career, so to speak. Of course, when a woman has been with a concern fifteen or twenty years, and has grown up with it, there is a certain amount of sentiment embodied in her employment; but when the big stockholders of this company once come to realize that Miss Mickey's salary is not one-tenth of the price they pay for her services, there is going to be an eruption. This concern has grown to be too big to be dominated by a woman, for the woman in business rarely if ever grows as fast as a business does. Mickey's brain has not expanded and cannot expand, to meet the present demands of this business. I said she cost the Company $30,000 per year. She does, and more. Her depressing influence is felt in every department of the business. Once she is out of the way, production will jump up more than 10 per cent. Decorating costs will be materially decreased. Shipments can be made more promptly. The advertising will be given a fair chance to achieve maximum results, and you know that sales will be benefited. There is not a salesman on the force but what cordially dislikes Miss Mickey; not one but whose efficiency is lowered somewhat by her pestiferous interference. Her departure would clear the air for everybody concerned."

Is your shipping room crowded?

Save 90 per cent on storage space

HINDE & DAUCH

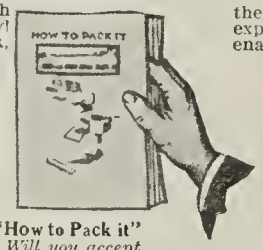
Corrugated Fibre Board Boxes

enable you to do this. In "knocked down" condition they occupy only one-tenth the space required by wooden boxes of the same size. To open them up—fill—and seal requires only a fraction of the time consumed in packing and nailing on the covers of wooden boxes. Besides this saving of time you must also remember that packing in Hinde & Dauch Boxes does away with all need of sawdust, excelsior or wood shavings and the consequent muss and extra fire-risk.

The corrugated walls of Hinde & Dauch boxes are the reason for this. They safeguard your shipments where wooden boxes break, split, crack—spill and lose their contents. It is next to impossible to harm goods packed in Hinde & Dauch boxes. Although much lighter—they are even stronger—and much tougher than wood. Briefly, Hinde & Dauch boxes dirt-proof, damp-proof and damage-proof your shipments. Yet in spite of these many points of superiority they are

Actually Cheaper than Wood

Not only cheaper in point of first cost—for Hinde & Daugh boxes *cost* twenty or twenty-five per cent less than wood; but they save you surprising sums in freight and express charges. Their light weight recently enabled one shipper of goods who had been using wooden boxes to save *35 lbs.* on one moderate sized package. The saving in freight thus effected by this shipper amounted to 36%.



"How to Pack it"
Will you accept this remarkable manual FREE?

FREE:—Write us on your business letterhead—describing the size, weight and nature of your product—state how many you generally pack to the case—and we will plan and build for you a box ideally suited to your needs. This service costs you nothing. In addition, we will send free of charge a copy of "How To Pack It"—a book of immeasurable interest to packers and shippers of goods everywhere. Write TODAY.

The Hinde & Dauch Paper Co.
Sandsuky, Ohio

For Canadian Trade, Address Toronto, Canada

Nervousness and Exhaustion

When weary and languid, when the energies flag and you are completely exhausted and worn out, there is nothing so refreshing and invigorating as

Horsford's Acid Phosphate
(NON-ALCOHOLIC-)

Its revivifying effect will throw off the depression that accompanies exhaustion and nervousness; strengthen and clear the brain that has become tired and confused by overwork and worry, and impart new life and vigor to the entire system.

A teaspoonful in a glass of cold water with sugar, makes a delicious, refreshing drink.

An Ideal Remedy in Nervous Disorders.

THIS YOUNG LADY WON FAME THROUGH
SIMPLIS SHORTHAND

Miss H. Augusta Russell

The SHORTEST SHORTHAND

Miss Russell began the study of Simplis Shorthand but little over a year ago. Today she is known in every part of the English speaking world as one of the most remarkable and swiftest shorthand writers now before the public.

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"For everybody but the G. M. perhaps," supplemented Edwards. "She is his right hand bower and takes a great load off his shoulders."

"He thinks so," said Davis, "but as a matter of fact, she really adds to his burdens. He doesn't realize that it is really his genius reflected in her which makes her work valuable in some lines. The details of office routine are at her finger tips. On the other hand, she keeps him constantly in hot water with salesmen, with department heads, and even with his best customers. If he would get hold of a really able Assistant G. M. and put him in charge of the executive work Mickey now does, and supplement that with the work of a clerk to take care of the mere routine work which Mickey now insists on handling (in order to be sure that nobody else knows about it), the old man would have more leisure and more peace of mind than he has enjoyed for many moons."

Edwards remained silent for a moment, considering the matter. "After all," he said, "you are more than half right in the matter, and it certainly would be a good thing if someone handed Miss Mickey a juicy lemon. The many discourtesies and indignities she has offered me, I can stand very nicely; but it *does* make my blood boil to see her taking advantage of and abusing others less able to protect themselves than I am. It would be a hard blow to her to have to leave the Company after all these years. On the other hand, the sum total of unhappiness and discomfort which she has deliberately forced upon those about her is very great. A vast sigh of relief would arise at her going. Are you really going to take it up with the G. M.?"

"No," said Davis, after a pause; "I don't think I am. I am not a philanthropist. I am leaving for a bigger, better, happier position. Why should I take up the battle for others? Miss Mickey has made it most unpleasant for me at times, to be sure; but revenge doesn't do a fellow any good. Really I think she is heading to her own destruction. She is dragging a long rope now, and, constantly grabbing for more. Sooner or later she will neatly hang herself and thus finish the last chapter in the life of another woman who could not measure up to the mental standards of a big business."

"Amen," said Edwards devoutly, as through the glass door he caught a glimpse of Miss Mickey prying into an express package which bore his name.

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C.P.A. Questions and Answers

By R. J. Bennett C.P.A.

From Virginia C. P. A. Examination, October, 1912

THE Ganver Garment Company, who were burned out in the night of September 16th, filed with the insurance companies a claim for $95,436.70, which you are called in to verify or disprove.

You find as follows:

BALANCE SHEET
as of August 1, 1912

ASSETS		LIABILITIES	
Cash	$ 9,224.67	Accounts payable	$ 59,611.46
Accounts receivable	88,669.43	Bills payable	42,183.24
Bills receivable	2,473.62	Capital stock	50,000.00
Merchandise inventory	42,018.97	Surplus	14,203.16
Machinery	20,419.04		
Furniture and fixtures	2,000.00		
Prepaid taxes and insurance	592.13		
Total	$165,997.86	Total	$165,997.86

At the close of business September 16th, their ledger showed the following balances:

	Dr.	Cr.
Capital Stock		$ 50,000.00
Surplus		14,203.16
Cash	5,418.22	
Accounts receivable	118,871.14	
Bills receivable	6,217.24	
Accounts payable		72,898.66
Bills payable		63,114.02
Machinery	21,619.34	
Furniture and fixtures	2,147.30	
Inventory, August 1, 1912	42,618.97	
Dividends	6,000.00	
Sales		162,917.31
Merchandise purchases	103,430.22	
Labor	37,619.14	
Power, light and heat	3,716.47	
Factory expense	7,119.11	
Office salaries	2,250.00	
Office expenses	319.54	
Selling expenses	4,716.92	
Insurance	318.16	
Taxes	751.38	
Totals	$363,133.15	$363,133.15

The Company's Gross Profits on Sales has been very uniform, averaging twenty per cent, ever since the business was started. Ten per cent for depreciation has been written off every year from Machinery and Furniture and Fixtures.

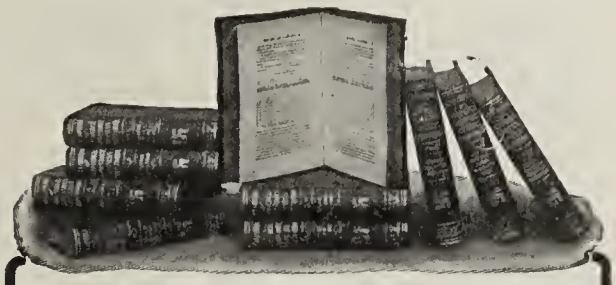
Insurance policies covering Merchandise, Machinery and Furniture and Fixtures, aggregate $100,000, and all contain the 80% co-insurance clause.

The Merchandise and Furniture and Fixtures were a total loss. The salvage in Machinery is valued at $2,500, at which value the insured decided to retain it.

Prepare statement of claim against the insurance companies.

Answer and Comments:

THE question asks only for a statement of claim against the insurance companies, which necessitates the determining of values at the time of the fire. To do this requires an analysis of the figures presented and the establishment of an equitable valuation of the properties destroyed. In a manufacturing business, such as the one under consideration, it is apparent that the direct manufacturing charges form a part of the cost of goods destroyed and should be in-



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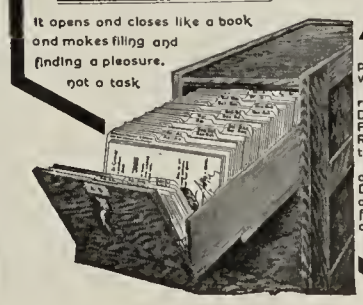

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521	Auto Tool Mfrs. and Dealers	4.00
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886,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfs. and Jobbers Adverting Novelties	3.00
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50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
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cluded. This is particularly the case with goods in the process of manufacture. The direct costs shown in the question, however, are applicable to goods that have been completed and sold, as well as to those still in process, therefore we must consider them in the aggregate instead of separately. In the manufacturing costs I have included labor, power, light and heat and factory expenses, as will be seen by an inspection of the accompanying statement. It would be proper, no doubt, to add a portion of the insurance and taxes also if we knew what portion was applicable to the month and a half of operations. Depreciation of machinery for one and one-half months would be a proper charge if considered. It is included, however, in the inventory valuation itself, since it seems inadvisable to write off further depreciation. The fact that 10% has been written off annually does not mean that the book figures present a true valuation. It may even be worth considerably in access of the amount shown. The inventory of furniture and fixtures is admitted at book value, though it would be wise and prudent to write it down. In an extraordinary case such as this it would seem advisable to include in the cost of manufactured goods a portion of the general and administrative expenses. No doubt a portion at least would be directly applicable thereto in the same manner as labor and direct factory expenses. The matter of doubt in the consideration of a case like this suggests to the accountant the desirability of a conservative decision in making up the claim for goods destroyed. It might even be claimed by the manufacturer that the goods were worth more than the bare manufacturing cost on the assumption that if purchased elsewhere a higher price would have to be paid. It is evident that the company's claim for $95,436.70 contains either estimated profits or considerably more loading than I have admitted, since it seems impossible to reconcile it with the information submitted. No doubt the accountant after investigation determined that the gross profit for the past years averaged twenty per cent, while the company's officials were estimating differently. The gross profit on sales would have to be estimated at about 35% to result in a claim such as the one presented by the company. I take the 20% gross profit on the cost of sales and not on the selling price as is so frequently done in trading concerns. Where costs are well established, as in a manufacturing business, percentages should be based on the cost price instead of on the sales. In arranging the gross profit, however, considerable care should be exercised to see that the elements of cost are maintained uniformly from year to year.

The adjusters of fire losses are usually shrewd, capable men, and while they are disposed to guard the interests of the insurance companies, they are also desirous of making equitable adjustments of damage claims. Insurance companies desire to continue doing business, and it is apparent that if fair dealing in settling claims of patrons is not maintained they will look elsewhere for protection. And yet, they cannot be expected to accept under all conditions the claims presented for fire losses. The adjusters are therefore asked to determine or estimate the amount of loss. The insured, on the other hand, is not bound to accept the damage claim decided upon by the adjuster, in which case some other expediency must be resorted to. Possibly accountants and appraisers may have to be employed or some equitable plan of settlement decided upon. Sometimes the courts are resorted to for decisions. Insurance companies usually reserve the right to replace or rebuild damaged property in case reasonable cash settlements cannot be made. The companies are interested in preventing loss by fire and therefore maintain in large cities what are known as a "fire patrol," "underwriters' patrol," "salvage corps," etc. It is their duty to visit the scene of the fire and to save as much property as possible. The expense of maintenance is met by the different companies, and their equipment is in every way adapted to salvage duty. Salvage has reference to the goods saved from loss by fire; in this example it amounts to $2,500. It is presumed, of course, that the books and records have all been secured.

The aggregate insurance carried is $100,000, which is considerably above the value of property owned at the time of the fire. Sometimes a blanket or open policy not to exceed a specified amount is made out to cover the value of goods on hand at any time. This is desirable where goods are not maintained at any fixed amount or quantity, and in case of fire the amount of loss must be determined. It seems evident that the case under consideration includes the open policy, though it is probable that an ordinary policy had been taken out on machinery and fixtures. The 80% co-insurance clause requires that at least 80% of the cash value of the property covered by the policies at the time of the fire be insured. If such proportion is carried the insurance companies will pay the full amount of the fire loss up to the face value of the policies. If the required 80% of insurance is not carried the company will only pay such part of the loss as the amount of insurance carried bears to the 80%. The owner in that case carries the remaining risk himself, that is, he becomes a co-insurer with the in-

surance company. For example, if property worth $100,000 is insured under the 80% clause for $70,000 and a loss of $30,000 occurs, the insurance company would be required to pay damage claims to the extent of $21,000. We get this by taking 70/80 of 80% of the claim — 80% of $30,000 is $24,000, and 70/80 of $24,000 is $21,000. Insurance companies do not refrain from insuring property up to its full value, so long as satisfactory precautions are taken to prevent fire losses.

The problem calls for only a statement of fire claim against the insurance companies, which I present herewith, but I have added a profit and loss statement and balance sheet. These will, I believe, add to the value of the answer as a lesson in accountancy. The statement of claim would no doubt be accompanied by the accountant's letter to the client who engaged his services.

Statement of Claim
For Loss by Fire September 16, 1912.
The Ganver Garment Company.

Value of Merchandise Inventory Aug. 1, 1912		$ 42,618.97
Merchandise Purchases between Aug. 1, 1912, and Sept. 16, 1912		103,430.22
Total Merchandise		$146,049.19
Add Manufacturing Charges:		
Labor paid	$37,619.14	
Power, Light and Heat	3,716.47	
Factory Expenses	7,119.11	48,454.72
Total Cost of Merchandise		$194,503.91
Deduct Cost of Goods Sold		135,764.43
Sales $162,917.31 ÷ 120. (The Gross Profit has been uniform for several years at 20%.)		
Value of Merchandise destroyed		$ 58,739.48
Add value of properties destroyed:		
Machinery, book value Aug 1, '12	$20,419.04	
Additions between Aug. 1 & Sept. 16.	1,200.30	$21,619.34
Less Salvage retained		2,500.00	19,119.34
Furniture and Fixtures, value Aug. 1, 1912	$2,000.00	
Additions between Aug. 1 and Sept. 15.	147.30	2,147.30
Total Damage Claim		$ 80,006.12

Certificate—

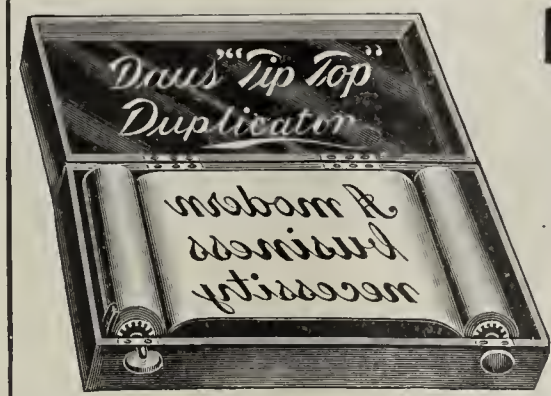
I hereby certify that the above statement of claim is in accordance with the books, and that in my judgment it represents a fair basis for settlement.

R. J. BENNETT,
Certified Public Accountant.
September 18, 1912.

BALANCE SHEET
Of the Ganver Garment Company.
As on Sept. 16, 1912, after Adjustment of Fire Loss with the Insurance Companies.

Assets.

Cash	$ 5,418.22



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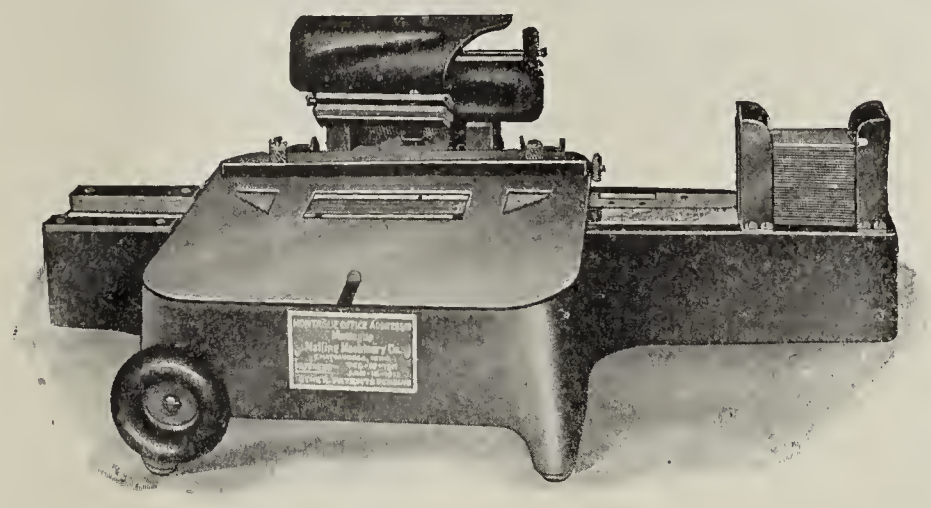

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5. Can you give the average rate for Depreciation of Buildings, Machinery and Patents?

6. What is the difference between a Balance Sheet and a Statement of Assets and Liabilities?

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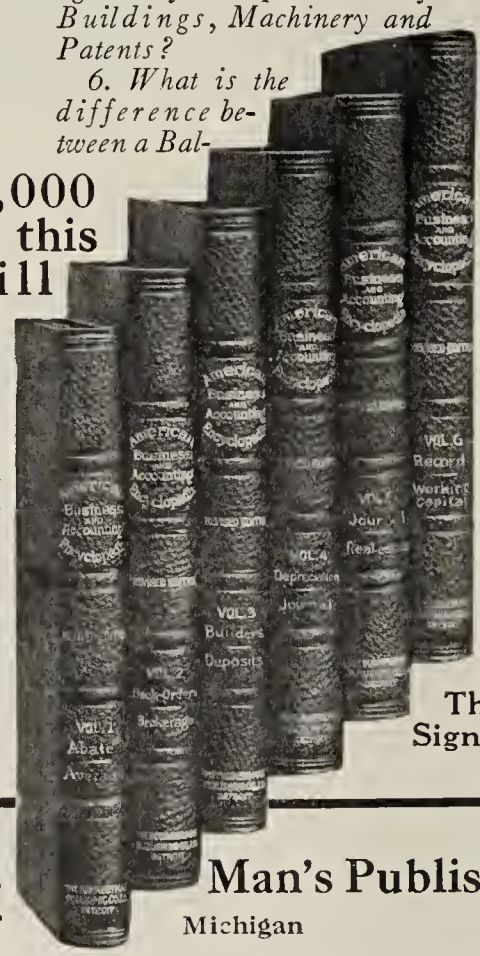

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Accounts receivable	118,871.14	
Bills receivable	6,217.24	
Machinery, salvage valuation	2,500.00	
Claims for Fire Loss against Insurance Companies	80,006.12	
Total Assets		$213,012.72

Liabilities.

Accounts payable	$ 72,898.66	
Bills payable	63,114.02	
Total Liabilities		136,012.68
Present Net Capital of Company...		$ 77,000.04

Analysis of Capital Account.

Capital Stock paid up.....		$ 50,000.00
Surplus Aug. 1, 1912....	$14,203.16	
Less Dividends paid....	6,000.00	8,203.16
Net Profit for 1½ months.....		18,796.88
Present Capital		$ 77,000.04

Note—The books should be adjusted to agree with the results shown above.

Operating and Profit and Loss Account
From August 1, 1912, to September 16, 1912.

Credits.

Sales for 1½ months.....		$162,917.31
Fire Claim Appraised by Insurance Companies for goods destroyed..		58,739.48
Fire claim for Machinery, appraised		19,119.34
Fire claim Furniture and Fixtures, appraised		2,147.30
Total Credits		$242,923.43

Charges.

Merchandise Inventory Aug. 1, 1912.....	$ 42,618.97	
Merchandise Purchases	103,430.22	
Labor	37,619.14	
Power, light and heat..	3,716.47	
Factory expense	7,119.11	
Cost of Merchandise.	$194,503.91	
Office Salaries	2,250.00	
Office Expenses	319.54	
Selling Expenses	4,716.92	
Insurance	318.16	
Taxes	751.38	
Fire Loss, Furniture and Fixtures	2,147.30	
Fire Loss, Machinery..	19,119.34	
Total Charges		$224,126.55
Net Profit		$ 18,796.88

A Fair Commission

A Kansas clergyman received a letter from a Kentucky whisky firm which said the firm was supplying a large number of Kansans with a good article of whisky, and asked the minister to send in the names of any men he knew in his community who might want some of their product.

As a joke, the minister sent the whisky firm the names of twelve men of the town, all good friends of his. Later he received this letter:

"Dear Sir:—We are in receipt of your letter giving us the names of citizens in your community. We have made six sales resulting from your information, and we herewith hand you our check for six dollars as your commission."—*Saturday Evening Post.*

What is Unfair Competition?

(Continued from Page 208.)

Trust, as previously they had to run up to the various publication offices and buy as much as they could carry, or as their individual capital would buy; and while so engaged their sales were, of course, stopped. Now, four of them have formed a "Combination" among themselves; have entered into a "Conspiracy" with the publishers to secure a distinct advantage and monopoly; and are "restraining trade"—reasonably or unreasonably. Which is it?

AT A MODERATE sized town in New England, where the travel to Boston is large, a number of bootblacks used to find, a couple of years ago, a big demand for service. They were of the type who carried their equipment in a small box with which they were just as ready and willing to swat a competitor as they were to back a prospect against a post, get one foot on the box and the shoe half blacked before its owner had fairly got his balance.

One day, two chair outfits appeared on the platform. Comfortable arm chairs, where you could sit at your ease while a boy at each shoe cut the time of operation in half. A trust had been formed. A "combination" of four boys; a "conspiracy" with the Railroad Company to accord them monopoly for a small rental, and the driving of every competitor from the immediate neighborhood. Does, or does not that come under the Sherman Act?

A RETIRED contractor, who has had large and varied association with great affairs and men of all classes, and who is not connected in any way with any Trust, Combination or even Firm, recently said:

"The Sherman Law will be an utter failure, not only because of its impractibility, but because it has no true appeal to human nature, either of the best or the worst brand. It does not even promise the greatest good to the greatest number. When it was known by title only, it was hailed with glee as a well aimed and well merited kick at arrogant trusts. Now that it is evident that it can be—and is being invoked, against much smaller and infinitely less blameable combinations, its enormous undefined scope, and its power for drastic correction or interference are arousing alarm. Men are beginning to ask each other what combination—even of two or three partners—is exempt, and no one can answer. Looking into it deeply, it is very certain that it may be used tremendously as a weapon of offence as well as one of defence. Almost every company—even every active and enterprising firm under close competition, can be accused of some methods, reasonable or unreasonable, in restraint of the trade of the accuser. The complaint may be almost or quite groundless; but the law can be invoked, and upon the accused can be forced the tremendous expense, delay and annoyance of having to go from Court to Court until the Supreme is reached in order to know if they are acting reasonably or unreasonably."

A great number of small business firms are, today, practicing methods which are fiercely denounced if practiced by large corporations. It is a common occurrence for a retail merchant to decline to handle some manufacturer's goods unless he is given the sole selling right in his town—unless all other merchants in his line of trade are refused any supply of that particular article. If a firm of manufacturers do practically the same thing—insist upon a retailer or jobber handling its product exclusively, and refuse to supply him at all if he buys similar product from any other makers, the United States officials quickly take that company in hand. What is the size of the business or the line below which the conduct is legal and above which the conduct is illegal?

HERE'S another. Rebating on freight rates has, after fierce and uncompromising denunciation, been abolished. Practically it gave the great shippers, which included the Trusts, Combinations and the big Packing interests—men who ship train loads instead of car loads—a lower rate than the ordinary car-load shippers were given—a discrimination which was pronounced by the Interstate Commission grossly unfair. But the ordinary car-load shipper is getting now a similar rebate, or reduced rate, compared with the smaller man who can handle only one-half a car-load at a time. A grain or hardware dealer who can handle only fifteen or twenty thousand pounds in a single transaction pays from thirty to forty per cent higher freight rate than the man who handles a full car of the same goods. Here is precisely the same condition as existed with the train-load shippers and the car-load shippers; discrimination in favor of the heavy-weight men against the light-weight men; but the Supreme Court of the United States has not yet decided just where a man or firm begins to be heavy-weight.

It is so in every business. The size of the operation or gross amount of business done means nothing to the law, if there is any violation, or charge of violation; and

Striking the boss for a raise

Do you have to ask your employer for more pay? Do you find it necessary to call his attention to the fact that you are worth more money? Or are you a trained man—a man who receives frequent and unasked for increases in salary because the boss knows that your knowledge is valuable to him. There is no limit for the trained man—he is the employee who is pushed ahead—he's the chap that the well paying jobs seek. High wages and steady employment are always his, simply because he is too valuable to lose.

But the untrained man, plodding along at the same old salary year after year, has nothing in his favor but a record for faithfulness. He feels that his efforts are not appreciated—he doesn't realize that he is only a cog and can be replaced by any one of thousands of similar untrained men. He is a good employee, yet he has never made himself necessary to his employer's success. He's the sort of man who always has to ask for a raise.

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the consciousness of this fact is coming to a vast number of very praiseworthy associations and companies, and is holding up expansion and development in a lamentable degree. The Grape Growers of Michigan, the Peach Growers of Delaware, the Orange men of the Pacific coast and the Apple men of Washington and Oregon have strongly organized associations which handle distribution with the least loss from unbusinesslike and unregulated competition; but today, they are, one and all, wondering how soon the finger of the Sherman referee will point accusingly and segregatingly to the prices which ruled when Competition was in full bloom and Bankruptcy meandered along the way with expectant smiles. A banker of Boston, who has had a large and comprehensive experience with both great and small business men, recently said "Competition is responsible for a much greater total of loss to creditors and to small investors than monopoly has ever caused to those whose businesses have been absorbed or extinguished. While competition has a splendidly bright side in its evolution of new ideas and new methods, it has also a very dark side in the division of energies into small channels, and in its tremendous percentage of expense compared with that of combination of forces. Totalized, it developes fully as much unfairness, distress and ruin as the strongest and most arrogant of trusts ever develop. When a dozen small storekeepers or tradesmen are competing in a location where there is only fair trade for two or three, a struggle ensues, in which every little trick possible, every advantage—fair or unfair—will come into play. Some will inevitably drop out, losing all they possessed, and probably paying their creditors only a small percentage. Competition overdone is fully as disasterous, not alone to the individual but to the whole community, as combination overdone."

Like the aged automobile of ten years ago, the Goddess, Competition, is looking dishevelled and passee. Her power is poor, her spark-timers unreliable, and her control erratic and dangerous. With the Sherman Act as referee, she'll send from any race she enters, thousands of competitors to the bankruptcy court. Men—real men—from the great manufacturing manager to the little retail grocer, are estimating the points and qualities of the car "Combination." Its speed, hill-climbing power and carrying capacity are undoubted; as is also its control. It is the chauffeur who needs restraining. He is somewhat indifferent to speed limits and the rights of others. He must be regulated or relegated. But why rule out the car?

Making Your Entrance an Asset

(Continued from Page 209.)

They had realized that probably in no other business does the factor of personality play such an important part as in the banking business; and probably no other feature of that business can be made such an important factor in establishing personality as the entrance. It is the first impression of the new depositor—the prospect of future business, and such first impressions are generally lasting. The idea of having the officers' quarters near the entrance not only saves time of the tellers in directing strangers, but saves considerable time for the officials as well. Under this system a majority of interviews are held over the marble fence with both interviewer and interviewed standing. An invitation to enter must rest entirely with the official, who can terminate or continue the interview at will. It is much harder to bring a chair conversation to a mutual and polite ending than when standing. In such case an extended hand and a good-bye inserted into the conversation terminates the interview without a feeling of dismissal on part of the customer.

Then again, customers who make daily trips to the bank are under constant eyes of the officials, who are enabled to give their entrance and exit a personal touch through a word of greeting that is not from behind a glass door or through the cold exclusiveness of brass railing. In rush hours, also, a busy teller must necessarily keep mind concentrated to make accurate settlement and he has little time for exchange of social pleasantries. The officials while carrying on their daily work can easily fill this gap when near the entrance, and the trust company puts them there for that purpose. They have made their entrance an asset which does not figure in one item of their statement—it figures indirectly in several.

A TWENTY-FIVE million dollar corporation was recently forced to move one of its branch stores upon expiration of a lease. And in the story of their change of quarters is a concrete example of the value Big Business associates with a suitable entrance to her stores.

Immediately after notification that the lease could not be renewed the company began searching the territory covered by this store for its new home. "We're looking," said the manager, "for a location that will give us an inviting entrance. Give us the right sort of entrance and we'll do the

business, no matter where we are!" But unfortunately, when their lease expired, they had been unable to obtain what they desired. Space in this particular territory was at a premium; and as the business was one that headquarters ordered kept going in that territory, even though in a basement —they accepted a small store just off the corner and transferred their stock.

The entrance to the new store was cramped between two display windows and so small that two people could barely pass each other in comfort and without crowding. The interior of the store, after they had made improvements, was suitable and roomy enough, and while the entrance could have been widened by reducing the size of the show windows, the manager did not feel they could afford to sacrifice the display. They needed the display and they needed a bigger and a better entrance; and the problem of getting it soon grew vital when the small doorway had become a terrible inconvenience to the rush of customers during busy hours.

Next door, and facing on another street, was a small one-story building rented under lease by an Italian fruit vender. The end of the building they occupied and the wall of the fruit dealer's store formed a corner directly across the corner of the street. It was a point that the manager of the new branch was not slow to observe and he paid a call on the fruit man to bargain for his lease. But the fruit man would not sell, and neither would he consent to move for any price within reason. He was doing a very good business and he was content to stick where he was. A month longer of arguing and the manager carried his plea to the owner of the fruit store. The owner was rather indifferent inasmuch, as he explained, he could not choke the fruit dealer out of his lease without a good cause.

It began to look like a hopeless task to get the store, but the manager did not quit. He kept plugging away at the owner and in the end he won. The owner suddenly decided that he would remodel his building. When the remodelling was finished the fruit man had a better store, but it was slightly smaller; the new branch had gained an entrance where was once a triangle of building walls, and the owner—well, Big Business made enough from the new entrance to settle profitably, no matter what it cost.

LIKE a great railroad must depend for life upon the location of its terminal for traffic and trade so must a business look to the location of its entrance. It is the regulator of its income—the barometer of the assets that are to be. The great Cassat of the Pennsylvania gave his life to place the Hudson Terminal on its present site in New York City; and but recently one of the greatest merchants of the North reached deep into the earth to profit by an entrance to his store that he might catch the subway trade. The entrance is the hand which clutches the prospect of business. It can be even bigger in importance than the capital which makes it possible.

In small stores where the entrance is but one of a synonymous row of little stores and cramped windows a touch of distinctiveness is possible by judicious handling of light and other things about the entrance. In a Northern town a small hardware man found himself so situated that his store was but one of a row of eight where every entrance and every window was of the same size and design. And because just several squares away there was a competitor of larger capital and better quarters it became necessary for him to attract attention and assist his chance customers to memorize his address and his name.

Accordingly he installed a soft light system in his display window which, while it

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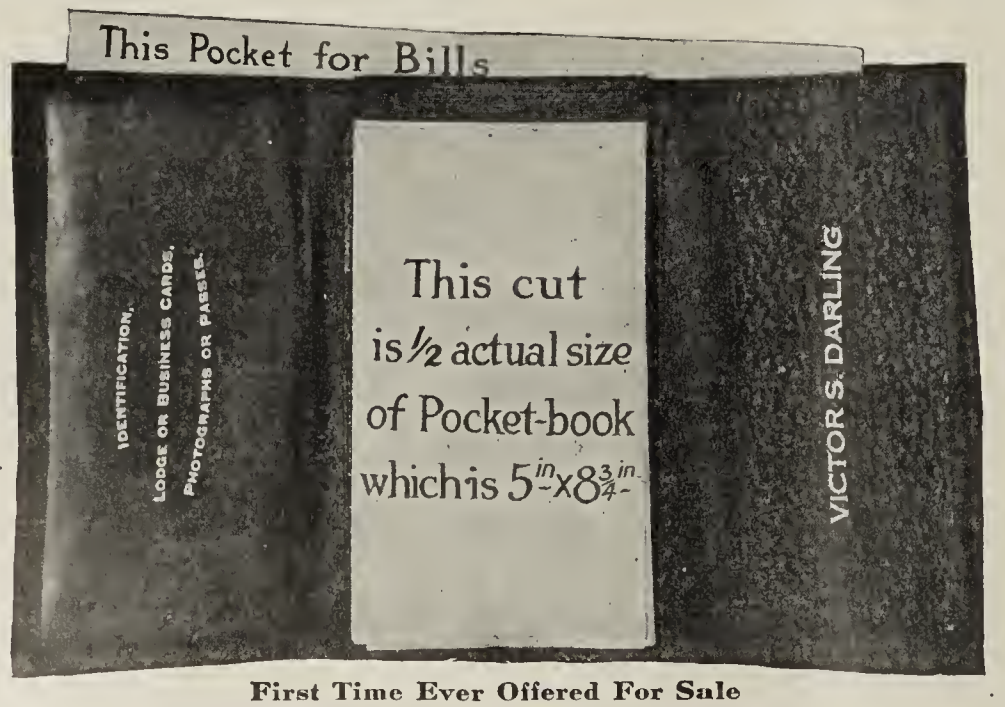

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did not make his store seem gloomy, at the same time gave his illumination individuality, and set him apart from the others in his row. To partly offset the softer light of his window and complete his idea of being original he attached to his ceiling and just inside his door the most brilliant cluster of electric globes he could obtain. The result was both pleasing and profitable.

The interior light set his glass door apart from the rest—a brilliant glass affair with his name and number easily read from considerable distance. For daylight hours he has placed across the entire door a round brass bar and to the right on the woodwork is a shiny brass plate enscribed "Push." The door swings both in and out. Every other door in the row has a catch and half of them are not in good working order.

He smiled when the unusual distinctiveness of his entrance was mentioned in comparison to the others. "I'm a hardware man, you know," he said, "and it wouldn't be exactly right, considering my line, if I couldn't make it easy for customers to enter my store!"

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New Ideas in Store Management

(Continued from Page 206.)

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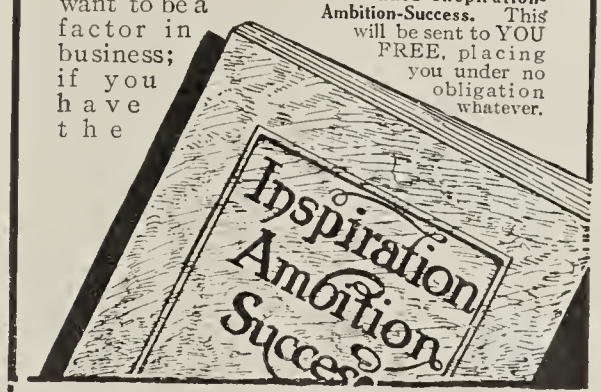

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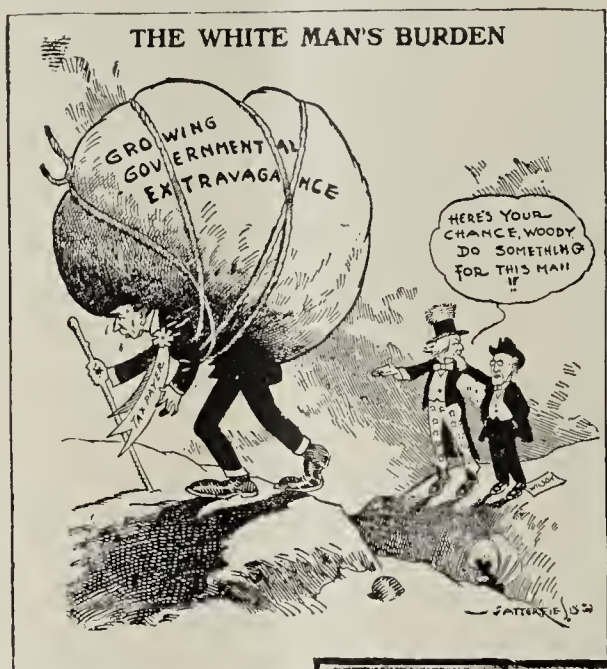
I MADE $50,000 in five years with a small mail order business; began with $5. Send for free booklet. Tells how. Heacock, 5228, Lockport, N. Y.

CURRENT CARTOONS



Jackson Patriot

Um--Hum! Let's Go.

Des Moines Register

HIS INSPIRATION New Orleans Democrat

San Jose Mercury

WHEN A FELLER NEEDS A FRIEND

Spokane Review

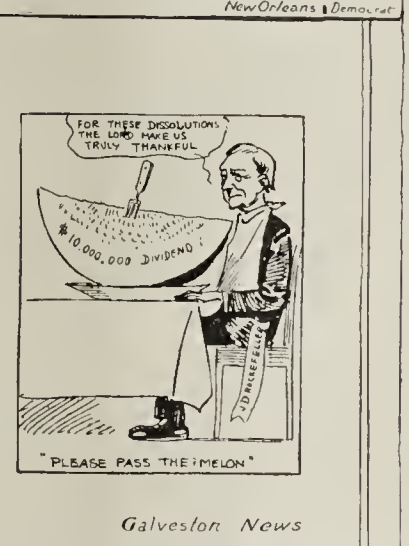
A would-be buyer at an automobile show.

on BUSINESS TOPICS

THE BRONCO BUSTER Louisville Courier-Journal

"I'M JUST DYING TO KNOW WHAT'S INSIDE!" New Orleans Democrat

American Sugar Bureau ROCKING THE BOAT.



"PLEASE PASS THE MELON" Galveston News

CLEAR TRACK AHEAD Pittsburgh Post

They Don't Seem to Work Just Right. Sioux City Journal

Classified Advertisements
(Continued)

BUSINESS OPPORTUNITIES

CASH IN ON YOUR CONNECTION: Go into business for yourself in your home town. We will start one reliable, aggressive, hustling salesman in each unrepresented business territory with a complete stock of Typewriter Ribbons and Carbon Papers of the famous "Tripple Process" Brand and assist him in every way to quickly establish a permanent and profitable business. Only men of clean reputation need apply. Horney & Wright, 723 Main St., LaFayette, Ind.

"GET OUT OF THE RUT." Make $15 to $50 a week during a few hours of spare time at home. Get the big profits in the mail order business. Represent the manufacturer. No canvassing. I want ambitious fellows to handle my "latest" and the increased output of my new factories. I show you my methods are successful before you start business. Personal coaching and warehouse privileges free to co-workers. Write now for copyrighted plans, "whole truth," positive proof and sworn statements. J. M. Pease, Gen. Manager, J. M. Pease Mfg. Company, 575 Pease Bldg., Main St., Buffalo, N. Y.

ENVELOP-COIN MAILER. Send fifteen cents for twenty-five; thousand, two dollars. Macloy, Ada, Ohio.

COLLECTIONS

LEARN to collect money. By a sure, easy system. Income $1,200 to $5,000 a year. Quick results. No capital required. Instructive book, "Skillful Collecting," free. National Collectors Ass'n., 380 Park Place, Newark, Ohio.

DETECTIVES WANTED

YOUNG MEN to operate in own locality, secret service work, experience unnecessary, write for particulars. Universal Detective Agency, 304 Colcord Building, Oklahoma City, Okla.

DIE MAKING AND METAL STAMPING

WE MAKE DIES, metal stamping and do plating. Manufacturing new patents our specialty. J. Edgren Mfg. Co., Mt. Pleasant, Ia.

FOR MEN

SEND 12c FOR "SEXUAL PHILOSOPHY," CLEANEST, BEST, most instructive sex manual published; teaches, not merely argues; write today. "HEALTH-WEALTH," Publishers, Lawrence, Massachusetts.

HIGH GRADE HELP

I WILL START YOU earning $4 daily at home in spare time, silvering mirrors; no capital; free instructive booklet, giving plans of operation. G. F. Redmond, Dept. AD, Boston, Mass.

INVESTMENTS

FREE—INVESTING FOR PROFIT MAGAZINE. Send me your name and I will mail you this magazine absolutely free. Before you invest a dollar anywhere—get this magazine—it is worth $10 a copy to any man who intends to invest $5 or more per month. Tells you how $1,000 can grow to $22,000—how to judge different classes of investments, the Real Earning Power of your money. This magazine six months free if you write today. H. L. Barber, Publisher, R-422, 20 W. Jackson Blvd., Chicago.

LETTERS

BRILLIANT "$ales Letters" and advertising copy, by an expert. John McCoy, 17 Elm Street, Danbury, Conn.

LOOSE LEAF DEVICES

EVERYBODY SHOULD CARRY a Loose Leaf Memo Book. Why? Because it is economic. Send 25c for a sample book, with Genuine Leather covers and 50 sheets. Name on cover in gold 15c extra. Looseleaf Book Co., Dept. X, 81 E. 125th St., N. Y.

MALE HELP WANTED

I NEED GOOD MEN—Everywhere—part or all time—learn my methods—join me in my high-class business—Established 13 years—authorized capital $1,000,000—no experience needed—desk and complete business outfit free—write today. W. M. Ostrander, Dept. 13, 12 West 31st Street, New York City.

FREE ILLUSTRATED BOOK tells of about 300,000 protected positions in U. S. service. Thousands of vacancies every year. There is a big chance here for you, sure and generous pay, lifetime employment. Just ask for booklet S-3. No obligation. Earl Hopkins, Washington, D. C.

PATENT ATTORNEY

C. L. PARKER, PATENT ATTORNEY, 992 G. St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

Classified Advertisements
(Continued)

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SECURES POSITIONS—Increases salaries. America's Finest Penman teaches Rapid Business Writing by mail. Journal and card free. Francis B. Courtney, 1174 Vinewood Ave., Detroit, Mich.

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GOOD PRINTING AT LOW PRICES. 1000 GOOD letterheads, envelopes, cards, billheads, labels, circulars, $2.50. Samples free. Catalogues, booklets and circulars our specialty. FANTUS COMPANY, 521 S. Dearborn St., Chicago.

STAMPS—COINS—CURIOS

$4.25 EACH PAID FOR FLYING EAGLE CENTS dated 1856. We pay a cash premium on hundreds of old coins. Send ten cents at once for New Illustrated Coin Value Book, 4x7. It may mean your fortune. Clarke & Co., Coin Dealers, Dept. 6, Le Roy, N. Y.

WANTED

HUMANITARIAN of means willing to make loan of $13,000 on choice Palo Alto property worth much more. Mother and daughter have had many misfortunes and heavy financial losses. Kindly communicate without delay with Miss Maude Flint, P. O. Box 453, Palo Alto, Cal.

WANTED SALESMEN

EARN $250 PER MONTH, sell advertised goods. Best contract on earth. Elato Co., Station L, New York, N. Y.

ALBEMARLE-HOFFMAN
NEW YORK

A new modern hotel located at the hub of New York's greatest business, representing a Five Million Dollar Investment on the site of the former Hoffman House, overlooking Madison Square, Broadway, 24th Street, Fifth Avenue.

The Acme of Architectural Perfection

Accommodations for 1,000, offering maximum luxury and comfort at much lower rates than offered in any other Hotel in America, consistent with highest class service.

A GOOD ROOM AT $1.50 PER DAY

A GOOD ROOM WITH BATH AT $2.00 PER DAY

Handsome apartments of any number of rooms at proportionate rates. The Management is a guarantee of the highest refinement and protection to ladies and families.

Telephones, Madison—3440-3560

DANIEL P. RITCHEY

STATEMENT of the OWNERSHIP, MANAGEMENT, CIRCULATION, Etc., of BUSINESS, published monthly at Detroit, Mich., required by the Act of August 24th, 1912.

Note.—This statement is to be made in duplicate, both copies delivered by the publisher to the postmaster, who will send one copy to the Third Assistant Postmaster General (Division of Classification), Washington D. C., and retain the other in the files of the postoffice.

Name of	Postoffice Address
Editor—FREDERICK W. MORTON	DETROIT, MICH.
Managing Editor—BENJAMIN JACOBSON	DETROIT, MICH.
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Owners (if a corporation, give names and addresses of stockholders holding 1 per cent or more of total amount of stock).

BENJAMIN JACOBSON ..... DETROIT, MICH.

Known bondholders, mortgagees, and other security holders holding 1 per cent or more of total amount of bonds, mortgages or other securities.—NONE.

(Signed). ALBERT STOLL, JR.

Sworn to and subscribed before me this 25th day of March, 1913.

[SEAL] F. W. MORTON, Notary Public.

(My commission expires March 7th, 1917.)

The CLEARING HOUSE

(Continued from Page 210.)

Where the Business Men Rule

Germany, Austria, England, and, to a growing extent, Italy, Belgium, and France, see in the city a means for promoting business and commerce—an agency for convenience and happiness.

With us private business is sovereign. We have little city sense. The rights of the community have been split into a thousand parts. Billboard owners, builders, tenements, sky-scrapers, street railways, and land speculators secure freedom from control on the plea that regulation is an interference with liberty or is the taking of property without process of law.

European cities on the contrary see that the community may be injured if the city neglects to protect all business from some business, all people from a few people. This is particularly true in the matter of railway transportation, the control of water fronts, the building of docks, harbors, and water transportation.

While I was in Hamburg, one of the city officials told me of an appropriation by the city for a new harbor improvement costing $45,000,000. It had taken, he said, just ten minutes to dispose of it. Here vessels from all over the world ship and reship cargoes inside the port without the payment of customs duties. Here goods can lie in bond, free of tax, ready for shipment. Thus the free port of Hamburg, though a part of the Empire, has free trade with the world. Frankfort, Munich, and other cities are building splendid permanent expositions like world's fairs. They are erected by the city, and are used for public gatherings, for concerts, for festivals, but primarily for electrical, industrial, and other expositions. The Exposition in Munich contains a fine theater, and is the favorite recreation center for the people. Cities even have Turkish baths, that in Munich being one of the most elaborate in the world.

All these enterprises are carried through by business men in the Council. They are indorsed by the business men of the city. They are part of the German conception of what a city should be.

Munich erects splendid permanent buildings for electrical, industrial and other expositions.—The Outlook.

A Machine to do Away With Stamps

THERE has now been invented a device which is designed to do away with postage stamps. It is reported that the government is very seriously considering the new system, which consists of a device for stamping postage and a recording apparatus. The idea behind the invention is that a purchaser of $10 worth of postage pays that amount to the postoffice and is given a small hand machine.

This hand machine is used like a numbering machine or a hand stamp affixer.

When the handle of the device is de-

pressed, it makes an imprint upon the envelope which is designed to carry the letter through the mails.

When the lever or handle has been depressed five hundred times, the machine then automatically goes out of commission; or, if it is a machine for 1c postage, the handle can be depressed and the impression printed one thousand times.

If the invention is as practical as the inventor claims, and if the postoffice department sees its way clear to adopt devices of this kind for use in business houses, millions of operations will be eliminated and hundreds and thousands of dollars saved.—*The Efficiency Magazine.*

Making Manila a Prize Port

HIGH on the list of achievements which must be written down to the credit of the United States is the great engineering work which has transformed the old Spanish port of Manila, with its shallow water, utter lack of landing wharves and dangerous reefs and sandbars, into the most modern, convenient and safe harbor in the Far Eeast, says Monroe Wooley in the *Technical World.*

The breakwater, itself one of the cleverest engineering feats ever attempted in that part of the world, was begun early. A riprapp foundation was first installed, and that part of the wall extending above the surface has been closed over the stone and cement. Many accidents occurred during the building of the project, and many times terrible typhoons came to tear down the work and to dash out human life against the masonry. The breakwater, taking an irregular course, yet nevertheless describing a sort of semi-circle, extends out into the bay for nearly two miles. At lengthy intervals there are wide openings to permit the passage of vessels. In this inclosure ships, large and small, are safe from harm.

Popular Interest in Banking Reform

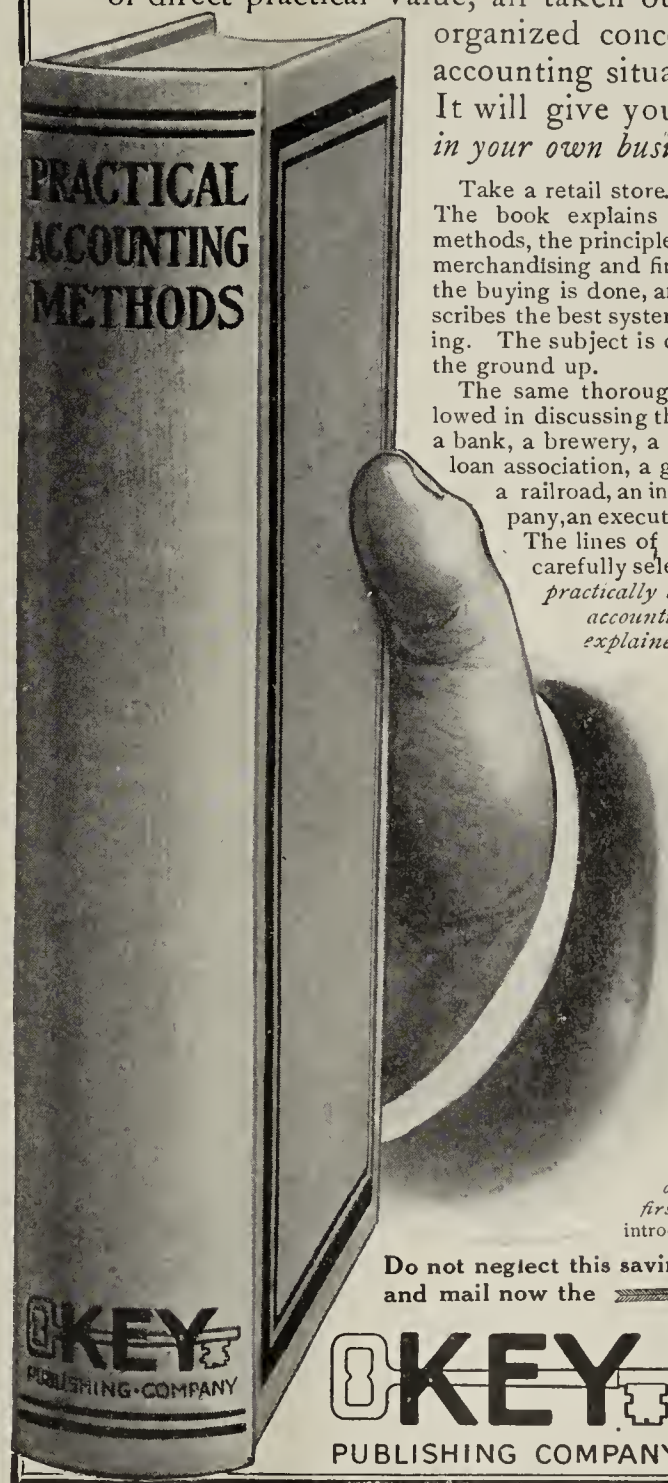
THE *Bankers' Magazine* questions the existence of general interest in Banking Reform even though they say it should exist for the reason that in the final analysis it is the merchant, the manufacturer, the farmer and the wage-earner who is the one to whom such reform is of the deepest concern. If a bank is, by our present laws, so hampered and restricted that it must refuse a legitimate demand for credit, its own loss is trivial compared with that which the unsuccessful applicant for the loan may suffer. The bank loses a small amount of interest, but the would-be borrower loses the profit on the transaction for which the loan was sought, and indeed in some cases a refusal of credit at a critical time may threaten if not destroy his business existence. And if the merchant, the manufacturer or farmer should fail through loss of credit, the injury spreads through the ranks of labor.

In time of panic nearly all banks—and the great and strong ones almost invariably—can protect themselves. But under our present restricted banking system they can do so, in too many cases, only by denying credit to those who are fairly entitled to it and may perhaps sorely need it. Great banks weather the storms of a financial crisis, but in taking measures to protect themselves they are in many cases compelled under present conditions to pursue a course that strews the shores with the wrecks of mercantile houses and manufacturing establishments, entailing widespread ruin and distress. And at the very times when the banks are forced to refuse credit, they may have in their vaults millions of dollars which the law forbids them to use, millions of good securities which the law will not permit them to employ as a basis for currency that might save many a house

"Practical Accounting Methods"

The ONLY Book That SHOWS Exactly How

IT deals not in theories, but in facts. It gives clear explanations of actual methods and systems. There are two hundred and sixteen forms and tables of direct practical value, all taken out of the daily practice of efficiently organized concerns. It will enable you to handle accounting situations successfully in a practical way. It will give you methods that *you can apply at once in your own business.*



Take a retail store for example. The book explains organization methods, the principles followed in merchandising and financing, how the buying is done, and finally describes the best system of accounting. The subject is covered from the ground up.

The same thorough plan is followed in discussing the systems of a bank, a brewery, a building and loan association, a gas company, a railroad, an insurance company, an executor, and so on. The lines of business are carefully selected so that *practically every type of accounting system is explained.* You could not otherwise get this information except through long years of varied experience.

Authors. A book covering so wide a field and requiring so much preliminary investigation could not be written by any one man. These four well-known, well-equipped accountants are the authors:

Edward P. Moxey, Jr., C. P. A., Asst. Prof. of Accounting in the Univ. of Penn.
Howard McNayr Jefferson, M.C.S. Sec. & Treas. of the Windsor Trust Co., N. Y.
Otto A. Grundman, C. P. A.
Harold Dudley Greeley, LL.B., C.P.A., Public Accountant and member of the New York Bar.

Printing and Binding. *"Practical Accounting Methods"* is printed in clear legible type on fine antique paper and is handsomely bound in the best grade of Buckram. There are 494 pages.

Ordinarily a book of this size and character could not be sold for less than $6 or $7. However, the old established rule—"large sales—low cost per unit"—gives you a money saving opportunity. The insistent demand, and the orders already received have made necessary a great increase in the size of the first edition, and this has made it possible to reduce the price to $4.00, 33⅓ per cent lower than the normal price of a book of this kind.

Special 15% Discount

More than that, to get the widest possible distribution at the beginning we have determined to allow a further discount of 15 per cent from the list price of $4.00 *on orders mailed before the first of May 1913,* making the introductory price only $3.40.

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KEY PUBLISHING COMPANY

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Enclosed is my check or money order for $3.40 for which send me *"Practical Accounting Methods"* with the understanding that I may return the book within five days if not satisfactory, and you will refund the money. It is also understood that whether or not I keep the book I am to incur no carriage charges.

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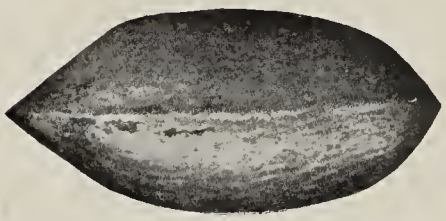
PECANS SAFEST AND BEST PAYING INVESTMENT IN THE COUNTRY FOR YOUR SAVINGS

Provide Yourself an Income of $2,000 to $5,000 a Year for Life

That $10.00 or $20.00 a month you put in the bank, if invested monthly in a pecan orchard, will soon support you handsomely without effort on your part. **Thousands of conservative business men now know the profits of the pecan industry and are putting their money into pecan orchards** in preference to life insurance, bonds with cumulative interest features and other high-class investments.

This investment, which pays you so well at the start, in a few short years will make **an affluent living for yourself and family** and provide a home in a delightful country, if you wish to live there. This is not a theory, speculation or dream. The all important question is **how can you possess such a magnificent investment.**



LUTHER BURBANK, the Greatest Living Horticulturist, says:

"Speaking of the Pecan—we must dismiss the idea of ever over-producing the Pecan. We have not one Pecan where we ought to have a million to create a market. The immense earning capacity and longevity of Pecan Orchards make it one of the most profitable and permanent investments of anything in the agricultural line.

An Income from a Pecan Orchard is now Placed within Your Reach

through an easy, practical orchard-home plan that assures alluring returns. Every man expects some day to start the plan which is to result in permanent work and a generous income, against the day when he is 40, 50, 60 or 70 years old. **This exceptional investment presents the elements of safety and earning power beyond any ordinarily presented.** Nothing can interfere with this source of income for its rock foundation is a naturally developed resource.

You can secure a Five-acre Orchard for $1,250

Which in a few years will yield you $2,000 and over annually by the payment of a small amount down and $20.00 per month until paid for and earn an interest of 5% on your payments from the start.

Or you may purchase one, two, three or four acres at same price, viz. $250.00 per acre, payable 10% down and $5.00 per acre per month until full amount is paid. **You have no interest, no taxes, no brokerage fees.** We allow a discount of 5% when twelve or more monthly payments are made in advance.

These tracts should double in value before the monthly payments are complete. It is a well established fact that **an acre of Pecan trees fully developed will yield from $500.00 to $1,000.00 per year.**

This Special Offering Won't Last Long

We have a limited number of specially selected and well located tracts for next season's planting and have decided to issue to each purchaser of these tracts a **Bonus of one share of Common Stock** (par value $100.00) **with each $100.00 paid in on the purchase price of a grove during the first three months from signing of contract.** This Common Stock is expected to earn large dividends from the Commercial Pecan Nursery and **each $100.00 of the Stock held should reduce the cost of your grove at least that much in five years.**

To Be Sure of Getting This Bonus Fill and Return This Coupon at Once

St. Andrews Bay Nursery and Orchard Co.
111 Broadway, New York

Please reserve me ..... acres of your Special Offering of Pecan Lands to be planted and developed for five years, for which I agree to pay $250.00 per acre. I enclose *ten dollars* with this application and agree to make a cash payment of ..... dollars on receipt of contract, and the balance at the rate of ..... dollars per month until paid for in full. In consideration of the said cash payment I am to receive a **Bonus of Common Stock** of your Company equal in value to full amount paid in by me within three months from signing of contract. If, after 60 days, for further examination into your literature and proposition, I am not fully satisfied in every way the ten dollars enclosed herewith is to be refunded on demand.

Name.....

Street..... Town.....

County..... State.....

On these terms you run no risk in making your reservation and being sure of the Bonus and best location.

The Demand for Grafted Paper-Shell Pecans

Exceeds the supply. Owners of pecan orchards are reaping tremendous profits from their crops. No other industry has such a promising future as that of the new grafted paper-shell pecans.

Buy an orchard from us and we will scientifically cultivate it for you. We will do everything in the way of producing the most fruitful trees possible, as our contract with you guarantees that we turn over at the end of five years a five-acre orchard of 100 healthy pecan trees, or 80 pecan and 80 fig trees, all of bearing age.

Here's the one great proposition for the small investor, for the depositor of savings, for the man who wants income insurance. Suppose you **have** got life insurance. What good will that be if you are disabled by sickness for years, as you may be? Here's **income, big income**—many times more profitable than life insurance. Get the good of your money while living! This will provide you with capital in later years furnish an educational fund for your children, or enable you to own your own home.

Money put into a company that relies on **nature**—that waits for time to build the profits—that **starts** the work and starts it well and then simply "nurses" nature along in the right way—is not only **certain to pay profits, but it is certain to offer the utmost safety.** You are putting your money into valuable real estate which has the added climatic advantage of being able to produce an enormously profitable and almost perpetual income from Pecan Nuts.

Large Recent Sale on Merit

After a careful and thorough investigation of many Pecan propositions, a Los Angeles, California, Company on March 12th, 1913, contracted with us for 80 acres of our Pecan Orchard Property at beautiful St. Andrews Bay, North West Florida, believing it to be

The Best Pecan Offering

now before the public, on account of its strategic location in view of the approaching opening of the Panama Canal.

Every Business Man, Salaried Man and Salesman who wants an **income for life** when he loses his earning capacity should write at once for our interesting pamphlet giving reliable facts and Government and State data on the Pecan industry, entitled:

"Fortunes in Pecans for Business Men"

sent **free** on request. Address:

ST. ANDREWS BAY NURSERY AND ORCHARD CO.

111 Broadway **New York**

from ruin and keep thousands of laboring men from losing their employment.

Banks do not derive their profits from refusing good loans, but from granting them. They know that the refusal of a safe loan to one who is a regular customer may very likely cause the bank to lose his account.

If the merchants, the manufacturers and the wage earners are most vitally concerned in the enactment of such banking legislation as will enable the banks to prevent the disasters to which we have referred, why do they not insist that Congress so improve our banking laws that the banks may be in a position to render better service to the people?

Methods of Gathering Rubber

THE rubber worker of the Peruvian Amazon basin builds his hut within easy reach of the river and visits the trees in the early morning, returning about 2 o'clock in the afternoon with a pail full of milk *(latex)* to smoke and work into balls. The quality of the *jebe* varies according to soil and method of preparation. If grown on land high enough not to be flooded, it is weak, though it may be fine; i. e., it has a fine texture but breaks at a lower strain than that grown on periodically submerged land. *Entre fine* is lowland rubber, but not so well prepared as the fine. *Sernamby,* or scrappy, is from milk which has coagulated without being smoked, and is more brittle.

Caucho comes from the *Ficus elastica,* which grows scattered and solitary in the forest, usually on the higher land and at some distance from the rivers. The tree is not tapped, but is cut down and the sap runs out to form a pool in a hollow in the ground or in a bowl or basin. It coagulates without smoking, and the working up is thus easier. The *cauchero's* camps is therefore movable, and he is always on the lookout for trees.

The *caucho* in the rivers to the northward if Iquitos has come to be pretty well worked out, and many of the *caucheros* who previously worked there have gone to the Madre de Dios and other southern regions. Ball, or *"sernamby de caucho,"* is *caucho* that has been coagulated without any treatment and then cut into strips and the strips wound into balls. Slab is *caucho* coagulated without smoking by a special process which involves mixing it with a kind of green liana, soap, or other diluents. Very little slab is now worked, owing to its heavy shrinkage, and it constituted only 1.9 per cent of the total rubber export from Iquitos in 1911.—*Peru Today.*

BARGAINS IN BUSINESS BOOKS

There are just a few left, but you can have them at the reduced prices as long as they last.

	Regular Price	Special Price
Abolition of the Trial Balance	$ 2.00	$ .90
Accounting for Dep'm'nt Stores	1.00	.10
Accounting for Wholesale Grocery and Hardware Business	1.00	.10
Accounting for the Printing and Publishing Business	1.00	.10
American Business and Accounting Encyclopedia (1 Vol. Ed.)	10.00	3.10
Art of Business Getting	.50	.10
Cook's Factory Management	3.00	1.56
Daily Cash Balance and Report Forms	1.00	.55
Engineering Estimates and Costs	4.80	2.25
Fifty Rules for Locating Errors in Trial Balances	.50	.10
Hints to Stenographers	.50	.10
How to Do Without a Trial Balance	.50	.10
Improved Balance System of Cost Accounting (2 Vols.)	....	1.00
Pawnbrokers' Accounts	1.00	.45
Psychological Salesmanship	.25	.10
Suspense Ledger and Record of Doubtful Accounts	1.00	.55
The Successful Sales Letter	.50	.10

Check those you want, sign coupon and return with your remittance to

K. E. COSGROVE

Box 816, DETROIT, MICH.

For enclosed $.....send above books to

NAME.....

ADDRESS.....

Orders filled promptly or remittances returned.

An Appropriate Sign.

Casey decided to go into business, so he bought out a small livery stable and had a painter make a sign for him showing him astride a mule. He had this sign placed in front of the stable and was quite proud of it. His friend Finnigan happened along and stood gazing at the sign.

"That's a good picture of me, ain't it, asked Casey.

"Sure, it looks like you," said Finnigan, "but who the divil is the man on your back?"—*National Monthly.*

* * *

The Point of View.

"I hope you are trying to climb the straight and narrow path," said the preacher.

"Yes," replied the chauffeur, "but the best way to drive up a hill is to zigzag."

* * *

"What are you smiling about?" asked Noah.

"I was just thinking," replied Japhet, "how lucky it was we could go ahead and build this ark without waiting for an appropriation from Congress."—*Western Druggist.*

* * *

All in the Name.

An unfortunate circus performer named Zeno woke up one morning to find that the show had busted and the manager was paying off. According to immemorial custom, he was paying the performers in alphabetical order. The money gave out at W, as a painful result of which Zeno walked back to New York. A year later one of his brother unfortunates met him—this time with a circus. "Hello, Zeno," he shouted. "Zeno, hell!" responded the circus man. "My name is Ajax."

* * *

An Obvious Reason.

"My husband has deserted me and I want a warrant," announced the large lady.

"What reason did he have for deserting you?" asked the prosecutor.

"I don't want any lip from you, I want a warrant. I don't know what reason he had."

"I think I understand his reason," said the official feebly, as he proceeded to draw up a warrant.

* * *

Winning a Bet.

It was at the dinner table and the hostess addressed her husband's brother:

"Do have another piece of pie, William."

"Why, really, I've already had two; but it's so good. I believe I will have another."

"Ha, ha!—mother's a winner!" said little Frank, excitedly. "She said she'd bet you'd make a pig of yourself."

* * *

For Emergencies.

In some of the college settlements there are Penny Savings-banks for children.

One Saturday a small boy arrived with an important air and withdrew two cents out of his account. Monday morning he promptly returned the money.

"So you didn't spend your two cents," observed the worker in charge.

"Oh, no," he replied, "but a fellow just likes to have a little cash on hand over Sunday."—*Harper's Monthly.*

DETROIT-MICHIGAN HOTEL NORMANDIE

Congress St. Near Woodward Ave.

GEORGE FULWELL, Proprietor

European Plan

$1.00 to $3.00 Per Day

150 rooms, 50 with bath. All modern conveniences. Cafe in connection.

PRICES MODERATE

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It makes you envious when you catch a glimpse of the pay envelope some other fellow gets. ***You wish*** you were getting what he gets.

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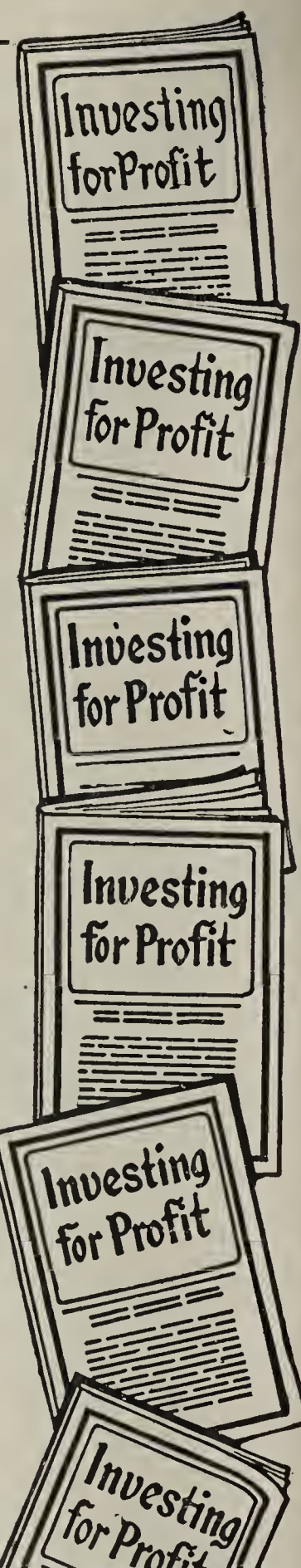

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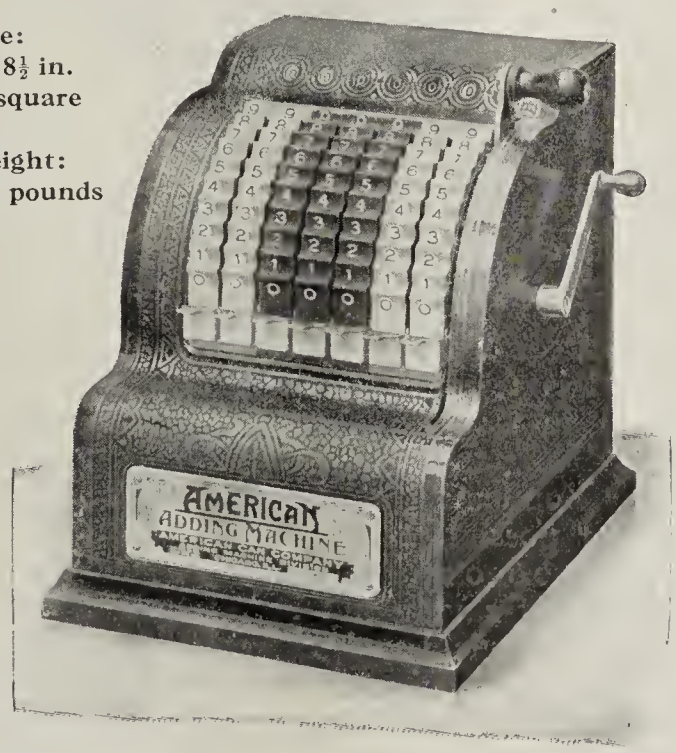

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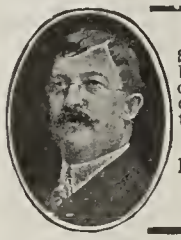

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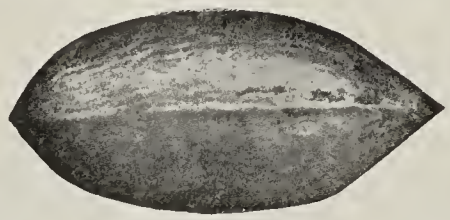

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BUSINESS

The MAGAZINE for OFFICE, STORE and FACTORY

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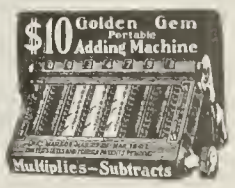

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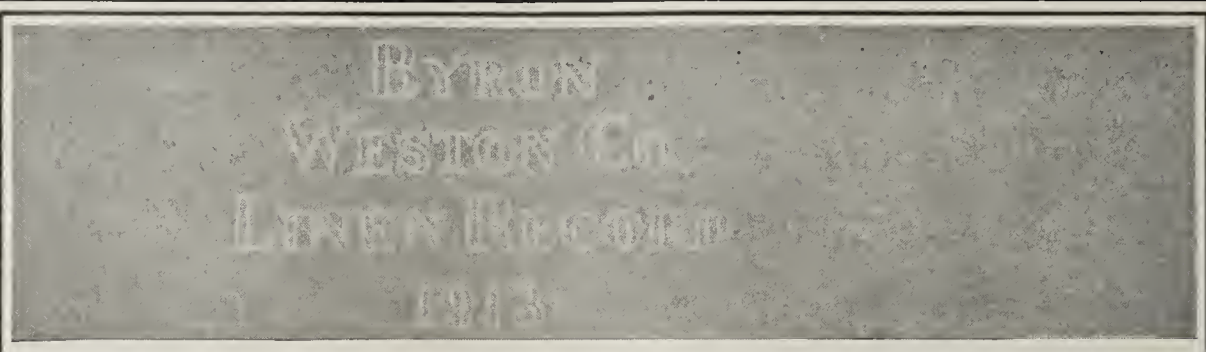

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Don't Water the Weeds of Sorrow

by Herbert Kaufman

DON'T water the weeds of sorrow. They thrive on your tears. Dry up, and they will. Root them out of the garden of Memory and give Hope a chance to grow in their place.

WHAT can you possibly gain for yourself or for anyone else by coaxing and fondling pain? No man returns his hand to the fire that burned it—he isn't fool enough to think that he can ease the hurt by thrusting it again into the flame. If memory hurts you, don't return your soul to the torture. You have journeyed over that stage of the road. Don't retrace your steps—go forward with happiness.

GET out into the world. The new days are waiting for you—calling to you—they are breaking in the East of life, and in their span there are songs as mellow and golden, and joys as great, as those of any Yesterday. But you will not see or hear them if you constantly blind yourself with the images of bitterness and deafen yourself with sobs.

DON'T allow your gloom to befog the sunshine of others. Don't encourage expressions of sympathy any more than you would ask folks to jab their fingers into a physical bruise. Don't be selfish. When you remember things which cannot be helped and forget the help which you owe to others, you don't lighten your own burdens one iota, but on the other hand you multiply them and uselessly force their load upon innocent shoulders.

YOU must learn the Great Lesson. For thousands of years men and women have undergone all that you have suffered—they have met with everything that you have faced—they have prized as dearly as you have prized—and lost as utterly as you have lost. They have been forced to find their courage just as you must find yours. It's tucked away somewhere in a corner of your being waiting for you to take hold of it. All that it needs is a bit of exercise. It's a mere muscle of the soul—it grows stronger every time that you work it. It tightens up all your sagging nature—it sets your brain working, and as it becomes active your mind will cast off its malaria.

YOU are still full of strength, but you must call upon it. Happiness is worth fighting for—the contest lies solely with yourself. Go to the window and lift the shade—look out and up—the sun is there eager to come to you.

G. H. MITCHELL

ALLAN A. TEMPLETON

A Master of the Personal Equation

See "Men in the Harness," Page 280

BUSINESS
The MAGAZINE for OFFICE STORE and FACTORY
Vol. XXX MAY • 1913 No. 5

The MAN HIGHER UP

Efficiency in the Executive Impossible Without Corresponding Efficiency in the Man Lower Down

By J. K. Turner
President of the Manufacturers' Information Bureau

IN THIS article Mr. Turner sets forth the relationship between the man at the top and those below him as representing the new industrialism of present day demands. As editor and owner of the "Mediator," which deals with problems affecting the employer and employee, he speaks understandingly and with an authority based on long experience. His advice and counsel is sought in many important strikes and disputes between Labor and Capital. The general attitude in recognizing the rights of the man higher up as well as the man lower down is best noted in his own words, "I have been a student of organized labor conditions for thirty years, and during all these years no one has ever heard me say one word against organized labor or against unionism. But I am opposed to union leaders of a certain type, and will continue to oppose them as long as they fail to give the men in and out of their organizations a square deal."

RESPONSIBILITY gravitates to him who can shoulder it, says Stevenson, and there you have the reason for the man "higher up." Darwinian like, however, the man has evolved. He has learned the Socrates wisdom of "Know thyself." The "man higher up" of yesterday would not recognize his successor of today.

When the industries in America grew to large proportions, our Captains of Industry, realizing the necessity for a general system of controlling and disciplining their employes, patterned their system after the military, which up to this time had represented only large bodies of men working for a common end.

As whole plants became units in larger industrial organizations—as whole railroads became divisions of trunk lines—as captains became generals—the power of personality at the top was felt less and less by rank and file.

Orders that were absolutely just in their intent, when given, were transmitted through various subordinates and became colored by the personality of the subordinate until it was not an uncommon thing that a man was disciplined for actually obeying a given order.

As the wage earner's whole training had been to believe that he was only a cog in a great machine, he quietly accepted the fate of a cog that is thrown away when its usefulness had become a thing of the past.

Employers of today are nothing but higher grade employes. They exemplify the triumph of the new over the old. Employes of today are entirely too far removed from the human element of the employing class, and thus they are made to feel severely the effects of the battle between the new and the old.

Resistance Creates Friction

Friction wears out. No man can stand constant friction and continue to live. In machinery, we recognize the fact that the life of the machine depends upon overcoming this friction. To overcome the friction in human life is the recognized need of today. This is accomplished by co-operative thinking.

Things that are good result from good thinking. Things that are bad result from bad thinking.

If conditions are out of harmony and out of kilter in an industry or industrial organization, it is proof conclusive that there is something wrong with the thought processes of those in the organization. And by virtue of the laws of duality, there cannot be bad thinking among the operating heads of the organization, without corresponding bad thinking among the operating hands.

Co-operative thinking is the biggest and most vital problem which confronts the industries today. How far they fall short of co-operative thinking is shown in the vast sums of money that are being spent to organize labor. And in every case the organization of labor is *away* from the employer. The method of every labor organizer, regardless of his affiliation, is always the same. All are bent on organizing the employes *away* from the employer. The workers, thinking to better their conditions of toil, have willingly dug into their pockets and paid the bill for such organization. Up to a certain point, this expensive banding together of the workers has been profitable. Up to a certain point, it has increased wages, improved working conditions, and shown the employer, who in many cases has been altogether self-centered and autocratic, that such tactics must cease.

But today the worker, in the progress of his organization, has passed a line of demarcation. He has passed the point where organization *away* from the employer pays. He is learning that the efficient man "higher up" is impossible without corresponding efficiency in the man "lower down." Every employer should realize the simple, fundamental truth that every industry is a concrete whole, and that, as Emerson puts it, "a surplusage taken from one part must be paid for by taxing another part." It is so with every unit.

Today the industries are hard against the struggle for continued existence. None can deny that the present methods of conducting wage controversies and the arbitration of such controversies, costs more than either side gets out of it. Money spent to purchase anything, in excess of the actual value of the article to the purchaser, is an

economic waste, and good business demands that it be eliminated.

It remains for the employer to pay for such organization of his workmen that they constantly get into closer harmony with him and his industrial ideals.

Why?

In the first place, because the directing genius of industry has found it sound economics to expend vast sums to bring up to the highest grade of efficiency and productiveness the inanimate parts of the industry—namely, the mechanical properties.

Everywhere the heads of industries are "scrapping" enormous machines with the hope that more improved machines will overcome the waste involved in the replacement. It is uneconomical today to keep machinery in use which does not represent the highest point of efficiency attainable, and which consequently does not represent the greatest possible earning power. Mechanically, the industries have attained the pinnacle of the greatest productive power which the progress of science and mechanics has thus far attained.

Is it not time to realize that a highly trained and correctly thinking workman is more efficient than the ignorant and haphazard employe?

It is good business to make endless and expensive improvements in machinery with the expectation of increasing the earnings of an industry. Likewise it follows that the heads of the industry should make similar appropriations for the improvement of its human machinery.

There are three essential steps in improving workmen:—by training them mechanically in the various tasks: by recognizing the importance of each man in the industry and granting each man his recognition, thereby creating harmony; and finally by creating a feeling of contentment through systematic efforts directed at the goal of taking as much care of them as of the inaminate machinery.

The results of such a policy, instituted and directed by the heads of an industry, will be automatic and of a three-fold nature.

1. Greater efficiency and growth of intelligence in the workmen.

2. More harmonious co-operation on the part of the workers with the employers, and therefore a greater feeling of contentment.

3. Greater production power, and therefore better wages for the workers, and an actual reduction in the cost of the commodity produced.

The success of an industry consists of the calibre and the quality of the operating hand and the directing head, plus the care with which both, and the relation of each to the other are maintained.

The care of the animate machinery, or the workers, must be recognized and maintained. The care of inanimate machinery is a recognized factor everywhere. *If the employer will only think for and of the worker he will force the worker to think for and of the job.*

The Magic of Personality

THE difference between the man in the shop and those over him is merely a question of responsibility, and *responsibility is the fire that tempers the character of men.*

The employer that complains that his men lack that strong fibre of character which would make them a greater asset to him, is almost invariably an employer who does not force them to assume responsibility. Men, the world over are pretty much alike. The things that differentiate men from each other, as the years pass on, are the experiences they have undergone, the responsibilities they have shouldered.

To begin with men are alike—a complex bundle of weaknesses burying the sparks of courage and strength they possess. The man who amounts to the most is the man who has overcome his weaknesses, giving the sparks of initiative, courage, truth and power room to flame into action.

The employer who regards himself as the master is a man who is handicapped by a total lack of understanding of human nature. The bigger and broader employers are men who regard their employes as associates in an enterprise which presents a common goal, which demands men instead of machines—underlings.

The wise employer realizes that in the same measure that he helps—transforms his employes into men—will his enterprise achieve success. To transform them into men, capable of standing firmly on their own feet, and co-operating with him as equals, he must give them responsibilities. Instead of being the master, he must regard himself rather as one who guides and assists their development.

A man, whatever his position may be in the work of the world, who serves any *master*, save the spark of truth within himself, is a machine and an underling. An employe who regards his employer as his master is a weakling to begin with, a mere worshipper of the power he would like to possess, an emulator of position.

The employer who regards himself as master is jealous of his power. He is afraid of the men in the ranks of his employes, and prefers the sight of a cringing disciple. For from these he knows he has nothing to fear.

But an enterprise that has cringing underlings, whatever man ought to stand, is weak to the core. An organization that does not brook the distribution of responsibility stands on shifting sands. The whole trend of modern responsible industries is to place responsibility on men everywhere within them. The managers know that to strengthen and to trust their men strengthens the fibre of the whole institution.

An illustration of this is furnished by the railroads. The engineer, conductor and trainmen are men in whom great responsibility is lodged. As examples of strong men, physically, morally and mentally, these workmen rank high. Compare them with the porter on the train—an underling who subsists on tips, cringes before the traveler for favors, and lacks responsibility.

The track-walker between stations on a cold night is just as important in a railroad organization as the man who sits in his office on Broadway and finances the proposition. Other things being equal, every man is in the position he fills because that is where he belongs. No man remains in one place for a lifetime unless that is where he belongs. Put that down as a

THE purpose of a union is not to hire a paid official and place him in control, but to effect an organization in which men can meet together and arrange their own affairs.

Our distinctions do not lie in the positions we occupy, but in the grace and dignity with which we fill them.

The man who is looking for the money is not worth the job. The man who is looking for the job is worth the money.

Knowledge is not what you happen to remember, but ability to apply it when needed.

Haste is all right sometimes. But more often it costs people their jobs.

Investigation of the new sweeps away the rubbish of outworn methods and opens the way to progress.

Although the old is vigorously defended against the new, the new always supplants the old.

Don't look at your neighbor with that "Did God make you too?" expression in your face.

Co-operation means learning how to get along with your fellow man.

truism. Apply it to the men you know, and see whether it does not fit their cases.

The officials immediately above the rank and file are men who advanced from the ranks because of the ability shown to assume responsibility. And in the ranks of every organization lies dormant this necessary qualification for success. Therefore, *the best way to develop a man is to place responsibility upon him.*

How to Place Responsibility

THE men in the shops and on the road are interested in holding their jobs, and not being laid off. To these men the suggestion must be given that they must help in a continuous economy campaign. Foremen and assistant foremen should put it up to the rank and file of the workers to do their share in the reduction of expenses, and convince the management that the necessity for retrenchment can be met in another manner than the one always used heretofore.

The scheme is to put forth an effort to find ways and means to make their services more efficient and economical. If each man in the organization would carry out this idea, the results would be surprising in the extreme. One of the most successful means of economizing that has ever been discovered is the "get together" policy. An institution that practices that policy very rarely faces the contingency of severe retrenchment. Such an institution makes it a daily or weekly practice to have meetings of the department heads to discuss methods of operation and methods of production. In other words, these meetings are for the purpose of devising ways and means to make service productive in its highest sense. The men are thus making themselves invaluable to the organization.

I believe that this policy can be successfully applied to all organizations, and where the meetings are already installed they can be broadened so as also to bring within their scope the men all through the business. Let each department head call a meeting of his subordinates, explain the necessity for retrenchment, and have the subordinate officials of all departments put it up to their immediate assistants to do their share. The immediate superiors would unquestionably perceive the advantage of inviting representatives of the workers into the councils of the men higher up.

This would furnish an opportunity for the superiors to gain a viewpoint of the men in the ranks that could not go unheeded and thus there would be maintained that feeling of harmony and co-operation between the operating heads and hands which is essential to the power and stability of every industrial organization.

How Men "Higher Up" Are Made

THIS spirit of co-operation which makes possible the men "higher up" is evidenced in the strongly operated group of railroads known as the Rock Island System. In fact, the Rock Island is one of the pioneers in what may be termed the New Industrialism.

The New Industrialism builds upon the foundation of co-operation, which is now recognized as the only basis upon which high efficiency can be gained.

THE intelligent worker is one who tries to find his own shortcomings. The ignorant worker is the one who tries to hide his shortcomings from the eyes of his associates.

Animals are born with an intellect sufficiently alive for their needs. But the human animal is born without intellect—only with the potentials.

A light head is about as conspicuous as a headlight, but disaster always overtakes the former, while safety follows in the wake of the latter.

An employer's assistants are, to a great extent, his capital.

Be big enough to go alone. Individuality is not developed in groups.

There are many who cannot enjoy the sunshine of today for fear it will rain tomorrow.

It is easy to laugh at others, but the strong man is he who can laugh at himself.

The real secret of leadership is to find out what the people need. And then lead them to it.

You cannot put a time clock on brain work. If you're a tail ender, get a wiggle on yourself.

Co-operation is born contentment, and only the contented workman works hard and intelligently. Discontent is the rock upon which efficiency splits. All the efficiency engineering in the world cannot secure results if, when it sinks its furrows into the soil, it strikes the rocks of discontent. Co-operation accordingly means opportunity. It means a just reward for effort put forth. It means fairness plus.

It became essential to the development of this successful corporation that the co-operative spirit which brought these roads together should be inaugurated and extended to every component part of the road if the road was to live up to its name. A study of the personnel of the present executive staff of this great system brings out an important fact which cannot be ignored, namely that the entire staff is made up of men who in themselves represent the spirit of the high co-operation, tireless energy, patient persistence, far-seeing judgment, which makes for success in human effort.

Judge W. H. Moore and D. G. Reid, to whose genius the successful financiering of the merger is due, are men who have by their ability, persistency and effort forced the recognition of the world of affairs; and their careers, previous to their consummation of this merger, were such as to justify the belief that these men possessed the necessary energy and ability to gather together these component parts and weld them into an economic whole.

The Singleness of Purpose Idea

ONE of the secrets of success of these officials and their organization is the remarkable degree of harmony that exists between the operating heads and the operating hands. This is entirely due to the fact that these men lead. There is a great distinction between leading and driving. The driving process means slaves and masters, trouble and discontent. The leading process means that all members of the organization are comrades in a common cause and results in friendly contentment and a friendly competition to excel in every department.

All workers in this great system, from President Mudge down, have one single purpose. This singleness of purpose is to make the Rock Island the best, and they are winning and winning big. To make a railroad or any other industrial arganization, or business the best is an enormous undertaking. It cannot be achieved except in a comparative sense. Its degree of efficiency is always capable of being raised still higher. This fact the Rock Island recognizes. Always within this great organization its executives are toiling incessantly to keep raising the degree of efficiency of the whole system.

A railroad system is an immense crucible. Into it are being poured without let-up all manner of ingredients. The most important of these ingredients is the human element, constituting the employes. Drawing the best work out of a shifting, changing, flexible factor like the human element involved in the operation of a railroad or any enterprise of magnitude is a titanic task.

Co-operation in the industries is a thing that is talked about a great deal these days, but which is seldom seen in clear operation. The Rock Island, true to the name which it

goes by, presents a marvelous spectacle in modern industrial effort. Just as the roads which were merged in 1880 are working together in fine unity, so do the various departments and divisions of the road work together. It is an inspiring picture. In the pages of its monthly periodical the officials of the road take their fellow employes into their confidence. Through the medium of a "house" magazine the road is an open book to its employes. It is full of communications from officials to men, and from men to officials. These are not in the form of commands or demands. They are rather suggestions, hints and appeals. A regular department of the magazine is headed "Meritorious Service." Here special mention is made of distinctive work by toilers all along the line. There is nothing gushy about these items. They are simple and dignified statements of facts.

And here is evidence that this railroad is swift to recognize good work on the part of its men. Unlike many so-called "house organs" which are the object of suspicion of employes, the readers of this magazine pick it up with eagerness and satisfaction. Its pages show them they are getting a square deal, and their efforts are appreciated, that the management is quick to see that which is praiseworthy in their work.

The Importance of the Man "Lower Down"

IN like manner another noteworthy example of the present day man "higher up" is Mr. B. L. Winchell, President of the 'Frisco System. He has constantly before him the consciousness of the necessity for a smoothly running unit which can only be brought about through a recognition of the relative importance of each man in his own job, and he stands out above the average man in the fact that he recognizes this and his spirit of recognition of merit is recognized all the way down the line.

This one man is ultimately responsible for everything that happens on the line. He is held responsible for the condition of the road down to the minutest detail. If a switch shanty at some remote siding is out of order, if a section boss gets drunk on the job, if the boilermakers persist in turning out careless work, if a conductor treats a passenger with incivility down in Fayetteville, Ark., if any one of a million possible things go wrong along the road, it is the president who is ultimately held responsible. He seldom leaves his coach to go to a hotel on his trips. He eats, sleeps and works in his car, amid the smoke and clamour of the railroad. He is a part of the road.

He is an exponent of the fair deal such as has seldom, if ever, been seen in railroad history. His assistants, down to trackwalkers and section men, are accorded a square deal, and that is what makes for harmony. He looks down on none of his men. When talking to even the humblest workman on his road, he manages to address him on his own level; for courtesy and consideration and kindliness never fail him.

MR. J. K. TURNER

President Winchell's ability, then, to harmonize not only the financial and operating interests of his road, but the interest of employer and employed as well, is rapidly drawing the road out of the bad mess it was in when he was transferred to its presidency. The Frisco is a remarkable illustration of how sensitive and quick to respond to the right kind of encouragement and stimulus from the top, is a great industrial corporation of today.

Thus we might give several worthy illustrations in various lines of business large and small, to exemplify this fundamental element of intelligent co-operation that builds success.

There is no secret of success. It is dependent solely upon such qualities as intelligent and studious toil, earnest emulation of the men at the top, persistent effort, thrift, the mastery of the detail of the business involved, square dealing, the development of personality and character, and, most important of all, constructive originality.

Business of any kind, if it is to be successfully pursued, must be an art. It is one of the biggest and broadest of all arts. Art is subjective—not objective. Art is born in the soul of man. It can only be transmitted into tangible reality through practical and laborious effort. It cannot be taught. It must be born from within. Originality of constructive character is everywhere the crying need in business great and small.

"A better day's work' is what every business demands This demand is present every day every hour. In business, the copybook type of employe stands still, marking time while the spark of originality, fanned into a flame by his fellow, makes the latter forge ahead out of the ranks.

Take the successful business men whom you know.

What were the principal forces they employed?

Were the forces those which the books or the instructors teach?

Were they not, on the contrary, those forces which enabled them to depart in constructive advance from the old methods employed and thus to lead the way to better and more efficient methods?

Employers are forever searching the ranks of their employes for men who reveal that spark of genius which will make possible a better day's work. Dyed-in-the-wool copyists remain in the ranks. They are necessary factors. But there are always new recruits aplenty and no man wishes to remain there. Neither can any man be raised from the ranks. He must raise himself. And no man can show him how. He must find the way for himself and no two ways are exactly alike.

This continuous finding the way produces the red corpuscles of the man "higher up."

HOW TO CHART YOURSELF

Some Facts of Business Psychology Which Aid a Man in Taking an Inventory—and Making a Success of Himself

By Holmes W. Merton

FEW men measure, in a careful and thoughtful way, their own abilities. They are in some things egotistic, in others doubtful, in yet others negligent. And yet the chief aim of all men is to succeed.

The fundamental basis of success is self-knowledge—the knowledge of one's abilities—tested or to be tested—and an intelligent man can analyze or chart himself with a considerable degree of accuracy. There are some very important elements, not usually recognized, in the matter of business and professional success, and in order to give an adequate idea of self-charting, a few facts of business psychology are here presented.

Among these natural laws we may note, first: Every high class vocation requires special knowledge, specific talent, and particular powers of application. The man who succeeds may not realize that he possesses these, but, in nearly every instance his success is due to them. If a man has special talent and the required abilities for a particular vocation, and wastes them upon a vocation requiring other abilities, he is very apt to fail, or at best, realize only partial success.

A special talent, a decided "preferred" faculty will outstrip all other faculties in the same man. It is his maximum; any other faculty will simply be a "near to," at the best.

Whether a man is a high-power man or a low-power man, he should take every reasonable means to find which are his best abilities. Thousands drag unsuccessfully and uninterestedly along without attempting to know what twist and turn of vocation would set them right.

Search for the Top-Line Powers

EVERY MAN should compare his best mental feats with those of others; he should reason over the climaxes of his skill and not charge every failure to lack of opportunity. These feats and climaxes become a guide to the tests of potential abilities, of natural extreme powers.

Another important fact is that these expressed and potential abilities may arise from two sources, the Intellect or the Will. The powers of the Intellect are formative, they see, retain, plan, forsee, and accept or reject evidence and knowledge. If these powers are poor they misguide. To chart one's abilities requires that these powers shall be studied, balanced, and invoiced at their true values.

Then comes the faculties of the Will, which back up those of the Intellect.

It is the Will that enforces endurance, that stimulates action, that generates ambition and resists attacks. The Will creates executive force, but it is not the director of one's course. Self-measured psychology of success is, in short, the discovery of **special intellect** plus **special talent** plus **special will.** These all lead to that efficiency and mastery of opportunity that results in success.

In making a chart one should write out memoranda of his reasons and conclusions, as shown in the one outlined in this article. The reader may find paralleling this outline to fit his own aptitudes will require thinking and honest judgment of past and possible action. But it is worth the time and may be made pleasurable. If a man does not measure himself, someone else will—and make him pay for it. Neither sophistry nor self-depreciation will be of use; but an efficient chart provides a man with a permanent record of his own judgment and abilities.

This illustration of self-charting was submitted some years ago, by a young accountant who felt an impulse to better himself by entering another profession. He was willing to take up a course of night work, and had a fondness for law. In putting himself through the mill of self-inquiry while making this experience biography, hundreds of questions arose and were debated with considerable reasoning, the chief of which he included in his description.

He wrote his text, chief questions and reasons as he studied and marked his chart, and declared that his hardest step and greatest pleasure was the thinking he did in his attempt to know his own abilities, to get acquainted with his own endowments.

A Voyage of Discovery

HIS FIRST question in this voyage of self-discovery naturally was: "What do I want to do? It may be ambitious, but I believe I would succeed at law. What does the practice of law require? That takes a long answer, but chiefly it requires large analysis, wide synthesis—massing of facts, incidents and processes. Have I these abilities? What experience in them? Not much, except as directed by others. Have been credited with good judgment.

"As a starter, will credit myself with analysis at 60, (1.) ; ability to mass facts, 55 (2), and judgment, say 65, (3). From where do I get the judgment, better than its elements? I suppose from general keen observation (4).

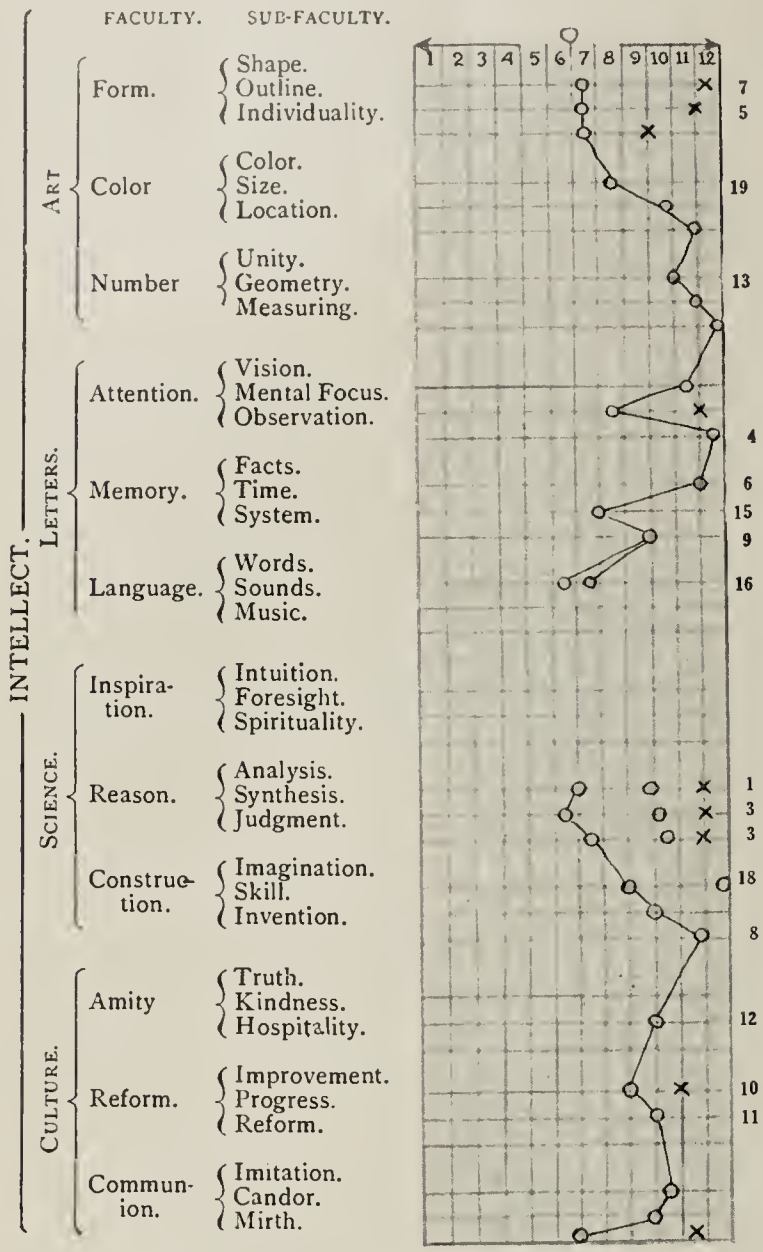
"If this is so, it proves that I do not carry my reasoning far enough. Is this lack of opportunity or the fault of my reason, or of some other organs? Does it prove lack of observation of essential facts? No, form and color seem very good (5) ; or is it from poor memory of details? I have a good memory for the mechanical arts (6, 7, 8), that come my way. Can see acurately and remember well, so this must be the wrong lead.

"What is the trouble? It must be lack of system in gathering information. Where does this come up in the diagram? (9). It looks as though Form, Number and Memory all gather facts. My memory is high in some directions, why not in all? Is it due to lack of specific incentive—do I strike the die hard enough? Have I worked for general intelligence too much, for specific intelligence too little? (10, 11).

"Perhaps there is another phase of this question. It may be that I have expected success as a sort of accident, or a piece of good luck, or an outgrowth of friendly association. There seems to be truth in this self-accusation (12).

"Having been praised much for transient aptitudes, it may be that I have neglected permanent improvement problems. Better take hold of this, but how? I have been gathering all kinds of mental tools, but neither the materials on which to use them, nor the "object-point" that could determine which tools or materials are needed or necessary. Have rather superficially decided upon law, but what abilities have I to master that profession at all essential points? As an accountant, I do fairly well (13) but dislike such confinement, repetition and calculation of exact factors.

"Law requires a fine memory of dates and facts. Memory of facts I have or seem



The only way is to get a top line somewhere, out of which something can grow.

to have, but time and dates bother, so evidently I must mark these low (15). Law requires great verbal memory and technical expression, and right here, have I these? If I have trouble with verbal memory, (16) with language construction, with intrigue and cajolery, with the sense of working in hypothetical questions, is it possible for me to do my best at law? Too much hesitancy in speech and really not good word memory seem like a fatal blow to my legal aspirations.

"The man who has natural language ability would have an enormous advantage over me in all forensic contests.

"I guess I must make some other choice. In the few things I have attempted of a mechanical nature I have succeeded fairly well; but heavy mechanics I do not like. Construction work of a heavy order requires too much bossing, and is seldom artistic; it needs dogged, solid, heavy application of business and mechanics.

"Evidently the only way is to get a top-line somewhere, out of which something that I am really fond of can grow.

"Out of business hours, and aside from my imaginary hobby (the legal profession), buildings, structures, beautiful lines, the expression of power and utility—these appeal to me.

"This analytic table says that construction consists of imagination, skill and invention. Can I imagine structures, designs, devices, plans? Having been spoken of as being critical, as having mechanical ability, it seems as though I should have talent in this kind of work. It must have been my dislike for the idea of a trade; perhaps it was egotism to desire a profession; if so I have plenty of egotism (17).

"At what profession can I put number, (13) facts, (14) imagination (18) which seems to run quite high? And, by the way, I must have rated form too low, guess that must be rated at the cross marks; this looks like the chart of a decorator. No, color is not high enough, (19).

"Ah! Architecture, that's the art—and business too! Imagination, sense of beauty, structure, mathematics, invention, all tied up in that art!

"But architecture, nowadays, requires high reasoning powers. It is more and more a study of physics, and the laws of structure. Reason, is from two facts to a third fact. That seems easy enough, and if there are open spaces in this chart it may as well be here as anywhere. Guess I have marked my reason too low, anyway. I will mark it up a little (1, 2, 3).

"But determining to make architecture a profession and business is only part of the problem. There is the very definite and obdurate matter of years of study and of experience; how about these? Why not go on as I am? This is now at my command. It's limited, true, but already mastered. This is hunting up something in myself that will take years to accomplish.

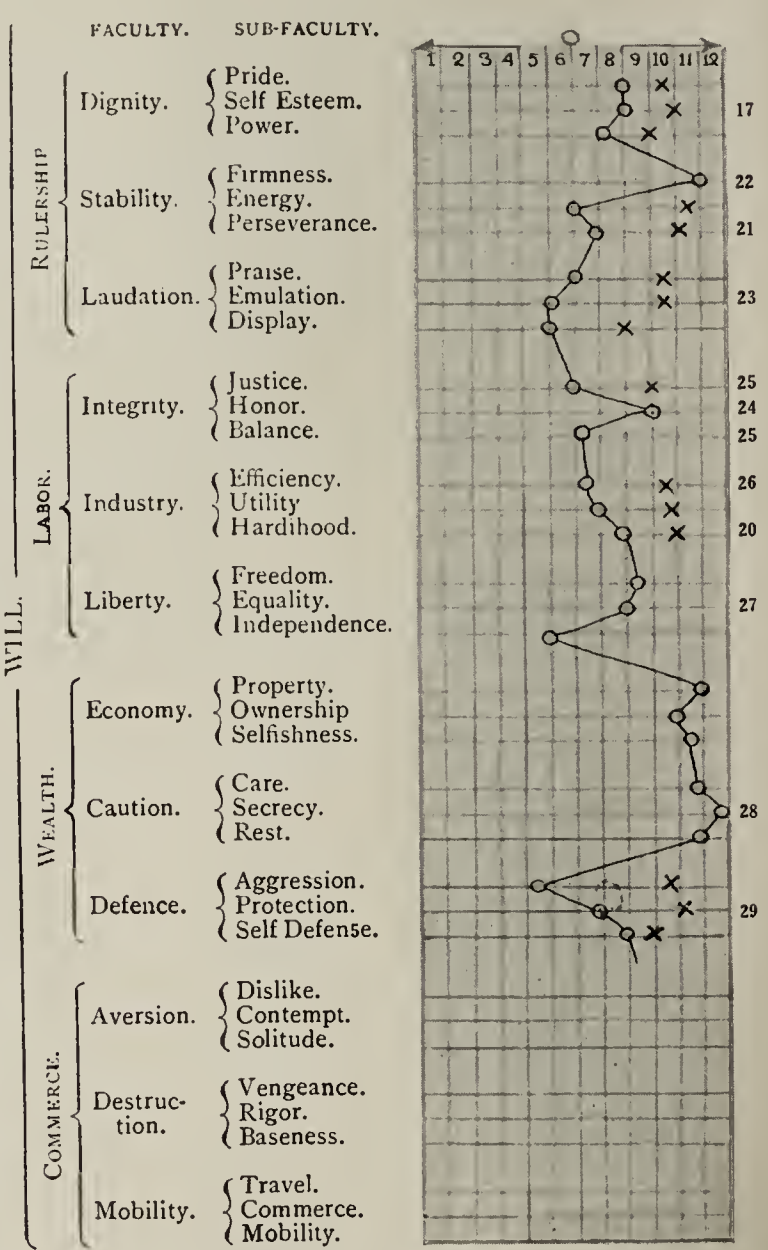
"Are the incentives great enough? Architecture, like some other professions, can cultivate a consciousness of elegance, of refinement, the pleasure of insight into the beautiful. This work, this accounting of mine is driving me to petulance; I'm getting pessimistic, losing the true interest in personal promptness, and the sense of obligation to others. All this in spite of my natural desire for advancement (10), at least I credit myself with that desire—or is it egotism, pride? Carrying an old lady's bundle for her on the street, eating at plain dining rooms to save money, wearing moderate priced clothes, these are not evidences of showy pride, so I can rate it moderately. Still I dislike a common trade. These are contradictory (17).

"Steps should have been taken some time ago to have made marked advance—that's lack of enterprise, of energy. Was it want of hardihood, or seeing too many obstructions in the way, or lack of means, or too much work, or just thoughtlessness, or was it a kind of cowardice? And if I now attempt it—what will it require? Have I the Will-power?"

The Dynamo of Success—Will

THIS is a difficult problem. This Will, being the generator of its own power, how shall one measure it? In other words how shall one reasonably measure the limits of his own dynamic character? Is past experience a criterion; or are his friends the

(Continued on Page 308.)



Then come the faculties of the will which back up those of the intellect.

The RELATION between SALES and CREDITS

How a Great Wholesale Hardware Firm Has Brought About Concerted Action and Mutual Understanding

By William Hamilton Burquest

THIS is an age of specialized enterprise and endeavor. Out of this specialization have grown many problems, one of which is the harmonizing of the various agencies or departments employed in the production and distribution of our numerous commodities. Every business employing more than one man is confronted with this problem to a degree commensurate with the scope or magnitude of its organization.

According to the top notch credit manager of one of the great wholesale hardware firms of America, the relation between the sales and credit departments is only one of the several branches of a general problem. He points out, that in the smaller organization, where the volume and nature of the business is such that the owner or managing official can personally direct sales and supervise credits and collections, the relation of salesman and creditman is never an issue. The question of credit exists in the smaller business and is decided in many instances, with less liberality than where the facilities and training of a credit specialist are available.

A sale is not a sale until the question of credit has been determined—the goods delivered and the collection made.

"In the concern with which I am connected," he says, "there is no issue between sales, credits and collections. They are all part of one transaction, a unit, inseparable. A sale is not a sale with us, until the question of credit has been determined, the goods delivered, and to complete the transaction, the collection made. True we employ different men here and a different time in the several elements of the deal, but this does not alter the basic fact of unity between the two departments.

"The relation between our two departments is so harmonious that there is really no clear alignment as to where one ends and the other begins. In short to be logical we have no separate departments, but merely divisions of one department, which, for the purpose of this distinction we call the Commercial department.

"The Commerical department in this house controls sales, credits, collections, claims, and these divisions are under the direction of the same general officer or officers. The authority of the credit manager over salesmen is co-ordinate and co-extensive with that of the sales manager, deferring to the latter only in the directing of the pursuit of orders. We confer and agree in the fixing of terms of sales, one, from the standpoint of competition, seasonableness, etc., the other from the standpoint of safety of the risk and the probable condition as to ready money at the maturity date, and our agreements are confirmed and our differences settled by our general officer. This co-ordination of authority between sales manager and credit manager extends on through the ranks of their assistants."

The human machinery of this Commercial department, of which the credit expert of this firm speaks, runs smoothly with practically no friction. It operates efficiently for it is based on an efficiency principle—unity. The merging of the sales and credit sections of the house into one department, has brought about this singleness of purpose, this monopoly of brain and effort betwixt the sales and credit managers and their subordinates.

And now it is interesting to note the working of this Commercial department organized on these lines of harmony and unity. The sales division, with the assistance of the salesman, locates a probable customer, and then the credit division outlines to the salesman what will be necessary to the acceptance from the customer of an order within certain limits on the ruling time terms. If the credit is unquestioned, as is the case in many instances, the salesman has nothing to do but to secure the order. If, on the other hand, it is definitely predetermined that the customer can be sold on cash terms only, the salesman will not embarrass himself and complicate the situation by mentioning time terms, but he cheerfully assumes the added burden of convincing the customer that cash terms are to his interest. This covers by far the largest percentage of the trade; the unquestionably good, where the salesman has nothing to do but induce the customer to buy, and the smaller percentage, the unquestionably bad, where he must also convince the customer that it is to his interest to pay cash.

"Between these two extremes, there is a third class," says this credit specialist, "not so large as that of the unquestionably good, but much larger than that of the certainly bad. This class is made up of a few good, who, for reasons to them sufficient, or from a mistaken idea of independence, are very secretive as to their affairs; a few who present a general appearance of being good while in reality there is a fatal weakness in their condition, and a larger number who are confessedly light financially, but are active, do a business too large for their capital, and consequently use their credit freely if not recklessly.

"This middle or third class is the one on which the credit man expends his energies. This class is the rock on which the harmony between the sales and credit departments in many concerns breaks up in utter discord. Occasionally you will find a credit man who puts this class among the undesirables. The salesman protests and is justified in so doing *provided he has done his part.* In this class there are certainly many undesirables which must be discovered and kept out of the credit lists if losses are to be kept in reasonable bounds. Here is where the co-ordinate authority of the credit manager over the salesman in necessary to get the best results. The recognition of such authority makes the salesman give attention to the instructions of the credit man as to how he may recognize one of this class when he meets him for the first time, or before the credit basis has been established; how to proceed to determine for himself the probability of an order passing on time terms, or, on the other hand, the desirability of arranging for cash terms while on the ground, and last, but not least, the passing up to the office in intelligible form the data on which he has based his conclusions.

"Our salesmen particularly see to it, that a customer reads and understands terms, and impresses upon him the importance of living up to the same rigidly, where at all possible; and the still greater importance, when he finds conditions have taken such a turn as to make it necessary for him to have assistance, to immediately put the real situation up to his creditor with a full explanation and definite request for reasonable indulgence. Where the salesman has such intelligent grasp of his customer's condition as to enable him to proceed along these lines, it is a simple matter to pass his knowledge along to the credit department, and when he has done so, he can rest assured he will receive the fullest co-operation in fostering that customer."

As to the financial condition of a customer the salesman must know:

Value of his active stock;
Amount of his accounts receivable;
Amount of his notes receivable;
Are the notes mostly secured?
Value of his business real estate;
Value of his outside real estate and assets not active in his business.

Indebtedness:

How much owing for merchandise;
How much owing to bank;
How much owing for money borrowed not from bank;
Mortgage on real estate.

Of general information the salesman must know:

Average annual sales;

The diplomatic salesman can do more to iron out the wrinkles than anyone else.

Average terms on which he buys:
Does he discount?
Is he an aggressive salesman?
Does he make fair profits?
Is he careful in extending credit, not only as to safety but as to volume warranted by his capital?
Is he a good collector?
Is his real estate or other outside assets self-sustaining?
Is his bank or other creditors secured? If so, how?
Is borrowed money, (other than from bank) from relatives? On long time, or merely temporary loan?
Does he carry full insurance?
Does he speculate?
Is he frugal?
Are his habits good?
Is he honest?

Then too, the crack A-1 salesman traveling for this concern must know and periodically report crop and other industrial conditions that affect a customer's welfare. Knowledge on all of these points is essential to the most intelligent action of the salesman. *The credit man must have it.* The credit manager of this hardware firm, declares that the salesman who does not realize the importance to himself and the necessity to the credit man of this information is lazy or is afraid or uncertain of his own ability. He asserts that his assistants have all been trained in diplomacy. They are diplomatic first, last, and all of the time. They must conciliate not only the trade but the salesman of the concern. Where they must turn down an order, they do it so that both the customer and the salesman consider that they are being done a favor. The customer and the representative are shown all the unfavorable features, and then the fact is brought forth that all men in business mean to succeed, and that undue risks are obstacles to success in any business great or small.

This credit manager requires the salesmen of the house to master the rudiments of securing and analyzing credit information. He is clothed with recognized, definite authority. After he has prepared the new salesman for work, he rigidly insists on compliance with his instructions. His authority over the salesman is as absolute, so far as his part of the work goes, as that of the sales manager.

Thus this great hardware company has organized on these lines, and there is said to be no friction between the sales and credit departments. The salesman here recognizes that his function goes further than agreeing with a customer on quantity and price, and that he must above all impress a customer with the fact that he represents the firms interests, and being on the ground must gather all the data that the credit manager requires.

Few of the business houses of the country have commerical departments organized on better lines. Some approximate the idea by having perfect accord between the general sales officer and the general financial officer, and so far as the office is concerned, the team work is good, and were it not for the men in the field, all would go smoothly and no one the wiser as to whether some good orders had been killed, or some bad ones accepted where better field work would have caused rejection.

"Having the office in hand, let us proceed to the education of the salesman, and, through him, the customer," says this credit executive. "The diplomatic salesman can do more to educate the trade and iron out the wrinkles than anyone else. During the last ten years, in all walks of business, credit men have been conducting individually and through their associations concertedly, an educational crusade as to integrity and definiteness of terms and contracts. Let us now unite the salesmen and the credit men in a feature of the work to the interest of all alike, namely, the gathering and interpreting of information so that all the worthy may have credit and assistance when needed, and at the same time losses be avoided by rejecting the unworthy.

"How should this be done? First, let the credit manager of a house show to his general officer and the sales manager that there is no unfathomable mystery in credits; that any man of sufficient intelligence to be even a passable salesman can, if he will apply himself for a few hours, master the rudiments of gathering and analyzing credit information. Second, let the credit manager instruct each salesman in these rudiments and compel his mastering them as one of the requirements of his employment. Third, let the salesman be held rig-

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The ENEMY in the RETAILER'S CAMP

How Some Dealers Gull the Public and Destroy Confidence in Legitimate Advertising

By Richard W. Proctor

ONE of the greatest, if not *the* greatest, handicap to retail success is that of deceptive advertising. Nearly every retailer nowadays states that business is not as easy to get and to hold as it used to be. They blame the mail-order houses, "the increased cost of living," severe competition, and so forth. And they really believe these factors to be the cause of their waning trade. But authorities on retailing who see things with clear vision name an entirely different cause. They state emphatically, and prove the statement with scores of specific instances, that the main reason for seeming stagnation in the retail business is simply that the confidence of the public has been shattered by "fake" advertising.

Just a short while ago, after being heralded by an extensive advertising campaign, a retail store was opened in a city of 200,000 in the middle west. Day after day large newspaper advertisements shouted to the public about the "wonderful bargains" the store offered. Trade came with a rush. The retailer congratulated himself on having made a flying start in his new business. Regular patronage seemed assured.

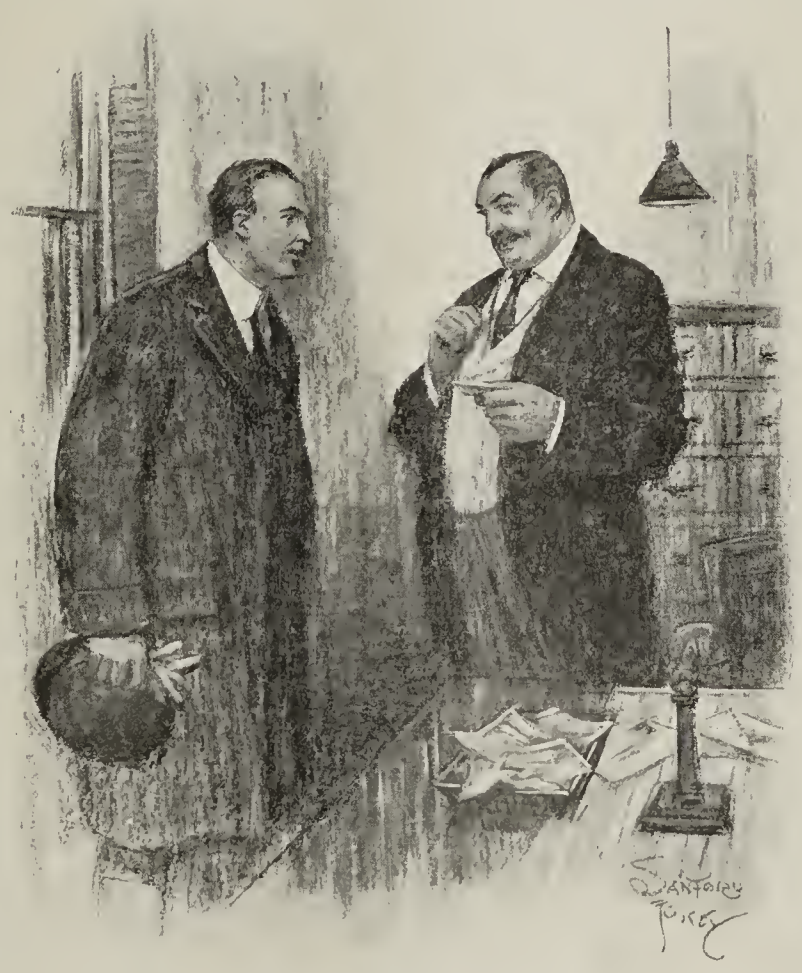
Then business began to wane. The looked-for "repeats" did not materialize. Nor did the regular daily advertising produce the expected stream of customers each day.

In an endeavor to maintain the initial volume of trade, the retailer used even larger advertisements and announced still greater "bargains." But even these measures did not speed up sales.

He worried along for six months. Then—his capital gone—he shut up shop and moved away. To his friends the retailer gives as the reason for his failure, the fact that the local field in his line was already overcrowded and that there was not room for another store. And he himself really believes this to be true.

The real reason, however, was entirely different. The field was not overcrowded, for the subsequent success of another store in the same line of business proved that a new store could be started and quickly made to earn a profit. The fault was not with the field, but with the methods he employed. When he launched his advertising campaign he threw a boomerang of misrepresentation that sooner or later was bound to fly back and knock the bottom out of his business. His goods themselves were all right, but the way in which he exploited them to the public was wrong. His lurid advertisements couched in superlative language that shrieked of "slashed prices," "wonderful bargains," and so on, were simply wild dreams. The "wonderful bargains" did not exist in reality. The prices at which the retailer sold his goods were no different from those of a dozen other stores. And the public found him out and gave him the usual absent treatment accorded to business men whose word is not as good as their bond.

The public is always willing to give any man a chance, and, at the start, to take him at his word. This was proved by the fact that when the retailer first opened his business, crowds of people flocked to his store and bought goods. But they did not come back, for they subsequently found that prices had been misrepresented to them. And, as is usual in such cases, the deceived patrons passed the word around to their friends.



The advertiser who misrepresents his goods is on a par with the confidence operator and mining shark.

Time was when a retailer could run a series, or even one advertisement in a newspaper and rely on its producing a stream of customers the following day. Advertising was—and is yet—the greatest business getting and business holding force in the world. But, like other things, it can be abused. And many retailers have abused advertising by using it to fool the public. The result is that the buying public today is likely to discount anything they may see printed in a retail advertisement.

And this is not all. If the retail advertiser who makes flagrant misrepresentations to the public hurt no one but himself, it would not matter so much. But he not only kills trade for himself but for all other retailers in town by lessening the effectiveness of advertising. Not only those guilty of the offense are affected but retailers in general have to suffer for the shortsightedness of the few.

The "Wonderful Bargain" Piano

A DEPARTMENT store in a Michigan town recently advertised a high-grade standard make of piano, that ordinarily sells for about $450, at the "wonderful bargain" price of $96. Within a few hours scores of would-be buyers thronged to the store. They had the bargain sense sufficiently well developed to know that if the advertisement were true they would indeed pick up a real bargain.

On reaching the store, however, each of these willing-to-buy customers was met by a sauve salesman who explained that unfortunately the several pianos advertised at the bargain price had already been sold. To back up his statement he indicated with a sweep of his hand four pianos of the advertised make bearing placards with the word "SOLD" printed in large type.

The next step in his talk was to suggest that he had "something just as good." But the piano buyers did not want "something just as good." They wanted the piano advertised and at the price advertised. And as they could not get it they left the store in disgust vowing never again

to enter that store, and to take with a grain of salt all other retail advertisements.

One of the disgruntled would-be purchasers happened to be the advertising manager of another store in town. While the salesman was endeavoring to cajole the advertising man's wife into purchasing a piano of another make, he walked over to the placarded pianos and copied the names and addresses of the persons whose names appeared on the "SOLD" placards. Subsequent investigation proved that these names had evidently been copied at random from a telephone directory, as each person denied even having been in the store, much less having purchased a piano there.

Cut Price Clothing

ANOTHER case: In New York State a clothing store advertised a "slashed price" sale of Blank's suits—a well-known trademarked brand. The regular price of this manufacturer's suits is from $25 to $30. The advertisement offered the suits at a uniform price of $15 a suit. In explanation of the reduction in price, the old stand-by excuse of "clearing sale to make room for next season's goods," was given.

The writer had for many years worn this brand of clothing and had never been able to get suits for less than $25. He went hurrying to the store determined to snap up one of the bargains. This is what he found: A large line of various makes of suits stacked on tables on the main floor. Everywhere were large placards announcing cut prices, similar to those in the advertisement. The salesman who waited on him first took his measurement and found it to be forty-two. He then produced a size forty-two garment of another make, which the writer refused because it was not of the advertised make. Upon insisting on having none but Blank's make, he was taken to another table and told by the salesman that "Here are all the suits in Blank's line that we have left. I'll see if there is a size forty-two among them." The outcome was that every size but forty-two was on hand. After trying unsuccessfully to force another make of clothes on the would-be customer, the salesman finally assumed the superior air that only a thwarted substitutor can assume, and turned his attention to another customer.

To get a further line on this store's methods, the writer then had a friend who wore a size thirty-eight suit, to go to the store and try to buy one of Blank's make. The store salesman went through the same motions as before and *had every size but a thirty-eight—he even had a forty-two.*

Similar bamboozling methods are also used by some shoe stores. While gathering data for this article, the writer noticed an advertisement of a shoe store that advertised a $7 shoe of a well-known make for $3.50. In this case the excuse for the reduction in price was "discontinued styles." The advertisement stated, however, that a full line of every size was on hand.

The methods of this store were similar to those of the clothing store before related. They first tried to substitute, and then when this proved futile, expressed regret that they had every size on hand except the one wanted.

Most, if not all, of the statutes against misleading advertising that have recently been passed, or are now being passed, are based upon that drawn up for "Printer's Ink" by Mr. H. D. Nims, a well-known lawyer. It reads as folows:

> *"Any person, firm, corporation or association who, with intent to sell or in any wise dispose of merchandise, securities, service, or anything offered by such persons, firm, corporation or association, directly or indirectly, to the public for sale or distribution, or with intent to increase the consumption thereof, or to induce the public in any manner to enter into any obligation relating thereto, or to acquire title thereto, or an interest therein, makes, publishes, disseminates, circulates, or places before the public, or causes, directly or indirectly, to be made, published, disseminated, circulated or placed before the public, in this state, in a newspaper or other publication, or in the form of a book, notice, hand-bill, poster, bill, circular, pamphlet, or letter, or in any other way, an advertisement of any sort regarding merchandise, securities, service, or anything so offered to the public, which advertisement contains any assertion, representation or statement of fact which is untrue, deceptive or misleading, shall be guilty of misdemeanor."*

How to Stop the Practice

INSTANCES of this nature, in almost every line of retail business, can be related by the score. The purpose of this article, however, is not merely to dwell on ways in which the retail trade is suffering through deceptive advertising, but to show how the straightforward retailer can stop these commercial charlatans from juggling with public confidence. The advertiser who misrepresents his goods to the public is on a par with the confidence operator and the mining shark. The fact that he sells merchandise instead of blue sky makes no difference. The fact remains that he misrepresents his goods in order to induce people to hand him their money. And on these grounds he can be reached through the law.

In New York City, a number of far-sighted and public-spirited retailers and advertising men have formed a Vigilance League for the purpose of stopping misrepresentation in advertising. Among the most active members of this League are progressive retailers who realize that the best way to make advertising pull bigger returns is to stop misrepresentation, and thus build up in the public mind a feeling that an advertisement can absolutely be taken at its face value.

At periodical meetings the Vigilance League collects from its members data on cases of misrepresentation in advertising. Investigators then go to the stores that issue such advertisements, in the guise of customers. In this way they obtain full details as to how the misrepresentation is practiced. Each investigator then makes a report to the League, which appoints a representative to wait on the offending advertiser and try to make him see the error of his ways. If the advertiser still persists in violating the code of honesty, the matter is brought to the attention of the district attorney with the idea of prosecution. The League has a legal committee of its own which prepares and prosecutes cases where action can be taken. Thus far the Vigilance League has had ninety-one cases brought to its attention. Seven of these have been taken to the district attorney for prosecution.

Here are some of the cases handled by the Vigilance League:

> (1). A polished rice was advertised as "Unpolished Natural Rice." According to food experts the process of polishing rice robs it of its principal food value. The case was referred to the Department of Agriculture which subsequently compelled the manufacturer to label and to advertise the product in a truthful manner.
>
> (2). A soda fountain drink was advertised in a misleading way. This advertiser was also induced to eliminate misleading statements from future advertisements.
>
> (3). A store advertised a line of adulterated fabrics as "genuine." The proprietor was made to promise to state the facts in future advertisements.
>
> (4). A retailer who made false statements of comparative values in his advertisements "because his competitors did," was induced to set a high standard for his competitors to follow instead of his following their low standard.

The good work of raising the standard of advertising is not confined to New York, however. The Seattle Advertising Club is responsible for the passing of an ordinance that has been held constitutional by the Supreme Court of the state of Washington. This ordinance provides that

> "* * * any person who in an advertisement knowingly makes a misstatement concerning the quality the quantity, the value, the price, the method of producing or manufacturing of his merchandise or professional work * * * which is untrue * * * shall be guilty of a misdemeanor."

The penalty for this is a fine of not less than $10 or more than $100 or imprison-

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OPERATING a BANK by CORRESPONDENCE

An Innovation in Banking Circles and Some of the Methods Employed

By C. L. Chamberlin

The advantages of buying these certificates for short time investments, are explained in detail on the reverse side, while on the face are rules that govern interest, maturity, etc.

The title "His First Thousand," indicates a discussion of the way men of different occupations have earned their first thousand dollars and what they have done with it.

FROM the earliest days of banking it has been a personal proposition, a face to face transaction between the parties concerned, and the idea of conducting the business either wholly or in part by mail has in truth been a daring conception.

Yet it is possible for many banks to open a department for mail customers, thereby providing the means for making deposits in this manner for those persons who find it more convenient than to visit the bank in person. Some of the methods of these mail banks, which draw custom for them, will aid in increasing the deposits of other banks, whether conducted in person or by mail.

These mail banks have already learned not to depend wholly upon the newspaper to supply them with the required publicity. The newspaper or magazine advertisement catches the eye of the man who is already interested in banks, who has them on his mind to the extent that his eye at once recognizes any mention of them in print. But it often requires a more personal appeal to draw in the one who has given little thought to his need for a bank.

To reach this class, letters are used that overrun with sparkling personal appeal, yet are so terse and definite that they hold the attention of the busiest, while being sufficiently complete to satisfy the most inquisitive. A portion of the facts the bank wishes to present are expressed in one carefully worded account suitable for thousands of different persons. Replies to this are handled in a privately dictated letter or a series designed to touch upon the personal need for the bank's service by the reader as judged by his inquiry.

For convenience in placing the general statements which explain the banks' methods and for grouping the strongest arguments in favor of its policies, attractive and artistic little booklets are prepared of a varying number of 3x6 inch pages, a size especially adapted to mailing in a common business envelope or for tucking in the coat pocket when handed out at the bank in response to a personal request. These booklets are made attractive from a mechanical point of view as well as from the interesting manner in which banking is explained in the printed contents.

To withdraw deposits from banks of long acquaintance and send them to strangers at a distance is an act that requires some strong inducement. The influence of the local banks must be overcome and the trustworthiness of the distant institution fully established. A very common inducement is the offer of a higher rate of interest on deposits. But while this may be attractive it also has a tendency to raise a feeling of distrust.

And to quiet this feeling a full line of high-grade advertising matter is used—a kind fully as strong and effective as that used by the high-grade merchandising institutions.

A merchant sends goods in return for money sent him. The patron holds these goods which represent at least a portion of his money's worth. But the bank sends the patron nothing but a scrap of paper which may become utterly worthless by the failure of the institution. At no time does the patron hold anything which will return him even a portion of his money in case of complete failure. Hence the problem of the bank by mail is seen as a much greater one than selling goods by mail and

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THE CLEARING HOUSE

A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

THE history of a railroad, like the analysis of a man's character, can be read with considerable accuracy from any reliable and continuous record, says Harrington Emerson in *The Engineering Magazine.*

Charting the History of Railroad Efficiency

An impressive record, in the case of the Pittsburgh and Lake Erie R. R., is the revenue tons per train mile per year for thirty-four years. This diagram is shown herewith and falls into four parts.

1879-1888, Continuous and regular growth.

1889-1898, A sudden jump due to the double-tracking of the road in 1889, but without further growth for ten years.

1899-1902, Another progressive jump and advance for a period of four years.

1903-1912, Another jump and progressive advance for ten years.

With the exception of the jump in 1889 the advance is regularly progressive down to 1898, and then instead of slowing up as might be expected there is suddenly a stimulated and progressive increase.

1897 marked the division between the initial period of conception, creation, growth—the babyhood and youth—and the sudden advent of adolescence and maturity. From 1879 to 1896, eighteen years, the total annual revenue traffic had increased 590 million ton-miles.

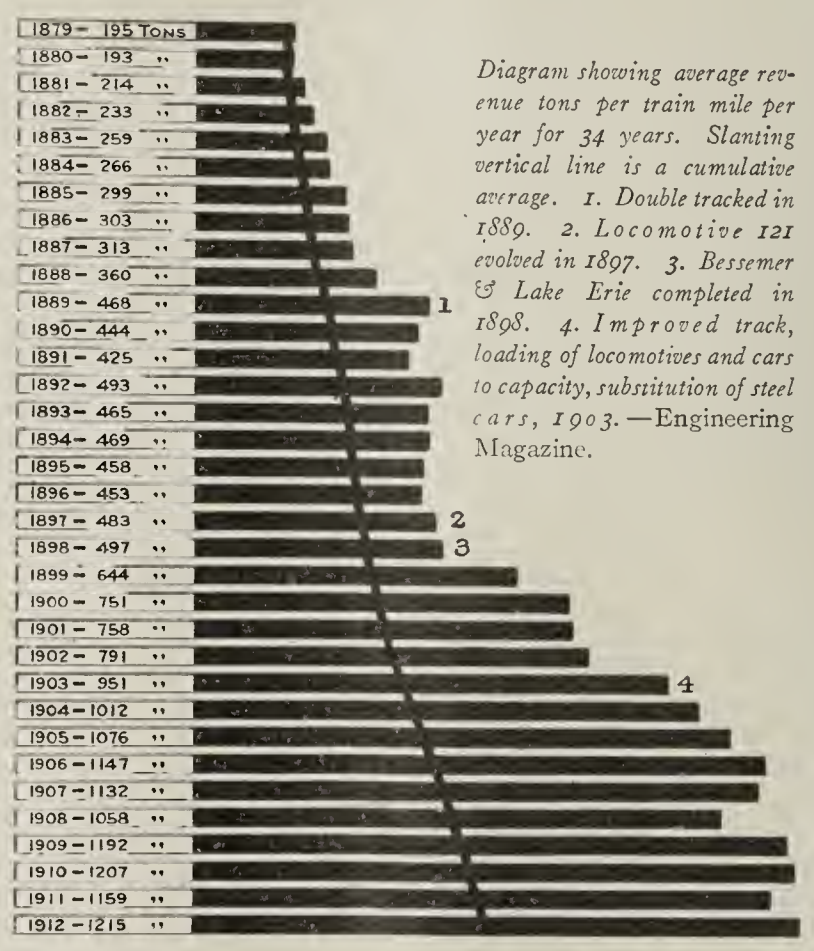

Diagram showing average revenue tons per train mile per year for 34 years. Slanting vertical line is a cumulative average. 1. Double tracked in 1889. 2. Locomotive 121 evolved in 1897. 3. Bessemer & Lake Erie completed in 1898. 4. Improved track, loading of locomotives and cars to capacity, substitution of steel cars, 1903.—Engineering Magazine.

THE *American Stationer* offers some advice on the question of charging customers for cost of sending goods by parcel post, contending that while the consignee heretofore paid expressage on goods, the merchandise being taken by the transportation companies on that understanding, a different situation is now presented because the shipper must first pay Uncle Sam in stamps before that worthy will accept the parcels. This necessary prepayment complicates things, as the buyer gets the goods he ordered before he is asked to pay for their carriage, and having obtained them so easily he naturally resents an extra charge for stamps. His attitude is that he paid the list price and should not be asked to pay more. He is also very apt to say that he had sold the goods before he ordered them and as nothing was said about paying for delivery he did not add anything extra to his price.

Start Right on Parcel Post

"The picture above painted," they say, "will become a reality unless all dealers who deliver goods via parcel post let it be known in every way possible that they expect to be reimbursed for the money they spend in filling orders by that route. If they hesitate and try to doctor their selling prices to cover the extra expenses they will surely get into trouble, as they are as yet without any data to aid them in computing the percentage for parcel post charges that should be added to their selling prices.

"The only thing sure is that what is now done will in a few months become the custom of the trade which all will have to abide by. If the buyer is a total stranger word should be sent him to send the necessary stamps. But if he is an occasional customer the chances are that a postal card reminder will bring the fee that has already been paid for sending his goods by parcel post."

AN advertisement which labors to describe the complex mechanism of an automobile is academic. An advertisement which aims to show that an automobile will enable me and my family to renew our associations with the green fields is human. The first advertisement suggests the problem of keeping the car in order, the second suggests the possibilities which an automobile offers for enjoyment.

Human Interest the Chief Force in Advertising Copy

The above is a plain statement of fact by F. Irving Fletcher, advertising manager, Saks & Co., New York, in a recent number of *Printer's Ink.* He then goes on to define the human element in advertising as that method of appeal which best illustrates the happiest phases or uses of the article for sale. It is the human element in the written word which finds a responsive chord in the reader, whether in the literature of history, of biography or of fiction. And it is also the human note in advertising which saves it from being viewed solely as a sordid transaction of dollars and cents.

Fancy entering a man's office and giving him a line of talk similar to this: "Jones & Co. respectfully announce that their new spring line of clothes is now ready, embracing a representative collection of the season's models, fabrics and patterns, and adhering to our well-known policy of economy on the score of prices." Any man who approached a prospect that way wouldn't last any longer than a Mexican president. Mind you, I am not arguing for diction and style, but for sanity and horse-sense. I simply want to point out that because we talk to a man through the medium of a newspaper is no valid reason why we should cease to talk intelligently.

When you come to advertise a suit of clothes alongside the vital topics in world news, you are something like the dog that barks at the fast-flying automobile. The newspaper is a vast amphitheater of human happenings. An advertisement for clothes or anything else is a side-show. And so valuable is news that the newspaper pays liberally to get it, yet he gives it away.

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MEN IN THE HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

Ambassador of Big Business

IN these days of awakening interest on the part of American business men to the possibilities of foreign trade,—particularly Latin-American trade, thanks to the promises made by the Panama Canal,—great opportunities appear to await what might be denominated a new and composite type of American man of affairs.

Such a man of the hour—to fill this need of the hour—must be a sort of combination of the resourceful, aggressive Yankee business man and a social diplomat. Nor is this combination enough, rare though it may be. On top of these dual characteristics there must be a willingness on the part of the individual to consider the best interests of the whole American business community rather than merely his own.

To thus act successfully as the official or unofficial ambassador of American business in foreign parts requires a very special sort of ability, backed by pleasing personality, but the exigencies of the case seem to have resulted in the drafting of several men who appear to measure up for the role. One of these is Mr. Lewis Nixon who, during years of successful operations as a steel ship builder, became a sort of commercial globe-trotter in quest of contracts and who now shows a disposition to devote some of his time and the benefit of some of his experience to the furtherance of all international business in which Americans have a hand.

Mr. Nixon first actively enlisted in this particular form of commercial "missionary work" when former President Taft in 1910 appointed him one of the American delegates to the most recent Pan-American Conference, held at Buenos Aires and incidently designated him special envoy to the Chilean Centennial Celebration. The Pan-American Conference has as one of its principal objects, the cementing of trade relations as well as social relations between the score of republics on the continent, and during this visit to Argentina and Chile, Mr. Nixon, seasoned veteran of international trade though he was, was impressed as never before with the possibilities opening before the American business community and needing but proper cultivation.

Certainly it would be difficult to pick a better envoy for such missions than a man who has been able to gain opportunity to hold "business talks" with the King of England, the Czar of Russia and other equally inaccessible executives. Of course it is not to be supposed that Mr. Nixon's own personal affairs are to be allowed to suffer as a result of the larger interest he has lately manifested in the progress of American trade in general but he deserves credit for the public spirit which has impelled him to devote no little time and energy to the common cause.

LEWIS NIXON

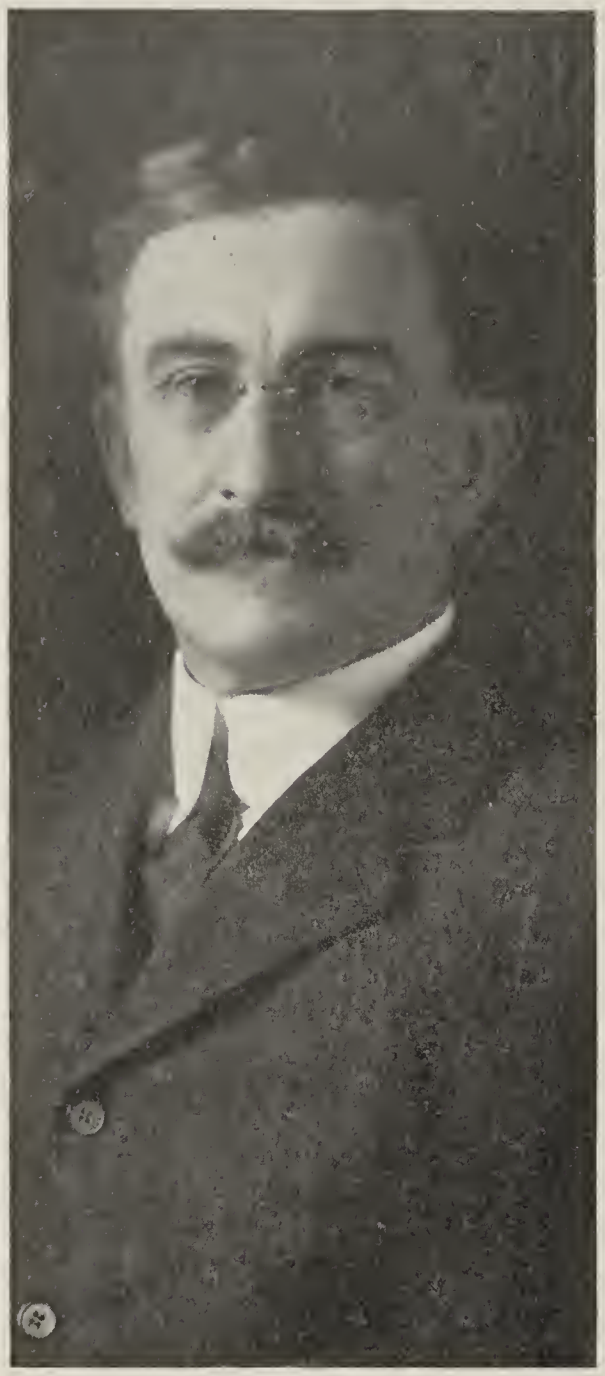
Lewis Nixon, who is now fifty-two years of age, has had a very unusual career. At the age of twenty-one he graduated from the United States Naval Academy at the head of his class and was immediately afterward sent, at the expense of the United States government, to take a course of study at the Royal Naval College at Greenwich, England. In 1890, when less than thirty years of age, he designed the U. S. battleships Oregon, Indiana and Massachusetts, the pioneer battleships of our modern steel navy.

A little later he resigned from the navy in order to accept the position of superintending constructor at the Cramp shipyard in Philadelphia, and in 1895 he left this post to found his own shipyard at Elizabeth, N. J. Here he has built more than one hundred vessels, including war craft, for a number of different governments, and it was while acting as a sort of traveling representative for his own shipyard that Mr. Nixon acquired, in two hemispheres, that experience which now renders him a most valuable volunteer worker in behalf of the broad cause of American trade abroad. To back up his business experience Mr. Nixon has dabbled in politics more or less in New York where he held, among other positions, the Presidency of the East River Bridge Commission. That he is also a subscriber to the modern idea of combination and concentration in business may be surmised from the part he played in bringing about a closer understanding between a number of the leading ship building firms on the Atlantic coast.

The Builder of the Packard

THE tale of the immortal Mrs. Wiggs of the Cabbage Patch really has nothing on the story of Mr. Henry B. Joy of the Potato Patch. One transformed her patch into a Garden of Eden by faith and hope, and everywhere radiated happiness and good cheer. The other transformed his two acre potato patch and cow pasture into 38 acres of factory floor space and, by push and unlimited optimism, brought prosperity and contentment to 7,000 workers within the walls. One is a mythical figure of a nature unfortunately too rarely found in life; the other is a living example of what a promoter of industry and good will can do for his fellow men.

Henry Bourne Joy has descended through about eight generations of true blooded Americans, his father, the late James F. Joy, being one of the empire builders of the Middle West. When only a youngster (he is now forty-eight) the spirit of patriotism began to flow swiftly through his veins, and to satisfy it he was sent to the Orchard



HENRY B. JOY

Lake Military Academy, near Detroit. This was a preparatory school, and later he attended Phillips Academy in Andover, Massachusetts, from which he graduated with honors. To finish his academic education he took a three years' course in the Sheffield Scientific School at Yale, after which he returned to his home in Detroit and became interested in the management of several enterprises, filling positions of trust and responsibility which occupied about fifteen years of his life.

But the deep spirit of patriotism, which had lain dormant for several years, again asserted itself when, in 1893, the state legislature provided for the organization of the Michigan State Naval Brigade. He was one of the original twenty-eight signers of the application to Governor Rich, for its incorporation, and later was appointed Chief Boatswain's Mate on the First Battalion Staff. This office and that of Lieutenant in the Third Division he filled with zeal and fidelity during the terms of his enlistment. In 1898, upon the outbreak of war with Spain, the Michigan Naval Brigade was ordered to the gunboat Yosemite, on which the nautical "Harry" served as Chief Boatswain's Mate in blockade duty along the Cuban and Porto Rican coasts.

In 1900, Mr. Joy purchased a Packard automobile and here begins the story.

Having a fine mechanical mind, the owner of the aforesaid potato patch made a close study of the construction of the car, which was a single-cylinder affair built by J. W. Packard of Warren, Ohio, and, foreseeing something of the future of the industry, conceived the idea of manufacturing it in Detroit. With ample financial backing, the controlling interest in the Packard Company was purchased outright, it was reorganized, and the property removed to Detroit in 1903. It was not Mr. Joy's intention then, however, to take an active part in the affairs of the new concern, other than as a stockholder, but he was soon persuaded by his associates to take the responsibilities of general manager.

The factory site, which then consisted of a forlorn and desolate patch on the outskirts of the city, was selected and the plans for the plant were laid out under the direction of Mr. Joy. He made adequate provision in the beginning for the growth of the concern, and the plant has expanded from a shop employing 200 mechanics to a great institution with seven thousand workers on its rolls. So steady has been its expansion that it is said that, since the spring of 1904, not a single month has passed in which men were not employed in making some addition to the plant. It is now more than three-quarters of a mile in length, lying on both sides of the boulevard, and being one of the wonders of that automobile manufacturing center—the city of Detroit.

Mr. Joy represents the vigorous type of American capitalist whose success is not due merely to good fortune, but to a strong quality of initiative and executive talent. He has paid the closest attention to the mechanical development of the Packard cars, and several patents based on his original ideas, have been registered by the company and embodied in the improved models. He is now president of the Packard Motor Car Company, and devotes practically his entire time to its affairs, but still retains an enthusiastic interest in good, clean athletics, yachting and motor touring.

Morgan's Youngest Partner

IF J. Pierpont Morgan was, as someone has said, a central bank in himself, then the very remarkable group of younger men who composed the House of Morgan might in reality have been called

HENRY P. DAVISON

his "cabinet." In this cabinet none has been more truly what we like to think of as the typical American than Henry Pomeroy Davison, the youngest partner.

Davison should be an inspiration to every clerk in America. For in something like fifteen years he has risen meteorically from a mere bookkeeper in a small bank to a position of leadership in our greatest banking house. He is a living defiance to the stereotyped cynicism that a young man no longer has a chance in this country without "pull" or birth. Davison not only had neither, but he has made his success by the good old-fashioned virtues that have long been worshipped as our national inheritance.

One of them is hard work, sheer hard work with your eyes open and looking up, not down. There is a story that his friends like to tell of him which precisely illustrates another virtue, the man's thorough control of himself and instant capacity to meet an emergency—another of those qualities included in the plans and specifications of the

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For more than two years the Union Paper & Twine Co., Cleveland, Ohio, have been using Comptometers in their Cost and Billing Departments, with "*splendid and accurate results and with practically no other attention than oiling and dusting.*"

But until recently they did not use them on book work. Why? Listen to what the Auditor of the company has to say about it:

> "Lately we have tested the Comptometer in our Bookkeeping Department and, much to our surprise, we are convinced that it is **a great success in taking off trial balances and in proving monthly statements and daily postings,** notwithstanding the fact that we argued to the contrary, feeling that a listing machine was absolutely essential."

—which shows what happens even to an honest opinion when it runs contrary to demonstrated fact.

The advantages of Comptometer service on your book work, as well as all other figure work in your office can be made clear beyond dispute by a like test.

You have only to request a demonstration, which will be gladly furnished without any expense or obligation on your part.

Write for your copy of "Rapid Mechanical Calculation."

FELT & TARRANT MFG. CO., 1722 N. Paulina St., Chicago, U. S. A.

DIVIDES SUBTRACTS

The Power of Silent Service

If the crowd on the stock exchange kept quiet and let one man talk, that man could be heard in every corner of the room. But the shouting members produce a composite of sound, so that no one trader is understood except by a small group around a particular trading post.

If everyone were able to shout twice as loud, the result would be only a greater noise, and less intelligible.

For communication to be universal there must be silent transmission. In a noisy stock exchange where the voice, unaided, cannot be understood across the room, there are hundreds of telephones which carry speech half way across the continent.

The telephone converts the spoken words into silent electrical impulses.

In a single Bell telephone cable, a hundred conversations can be carried side by side without interference, and then distributed to as many different cities and towns throughout the land. Each conversation is led through a system of wire pathways to its proper destination, and whispers its message into a waiting ear.

Silent transmission and the interconnecting lines of the Bell System are indispensable for universal telephone service.

Without such service, our cities would be slow of speech and the States would be less closely knit together.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY

AND ASSOCIATED COMPANIES

Every Bell Telephone is the Centre of the System

How to Make Sales

"Our inquiries and sales are just coming in."

So writes one of our clients—and this from an inexpensive efficient series of mailing cards and follow-up letters.

Why not place before us your proposition—let us solve your selling problems. We will outline selling plans for you that really sell. Write us to-day, sending your catalog or other literature and we will submit our proposition. No obligation upon your part.

BUSINESS SALES AND SERVICE COMPANY

Box 816 Detroit, Mich.

Davison brand of success. He calls it common sense, but the rest of us have a different name for it.

He was paying teller of the Astor Place bank at the time. One day, as he glanced up from his little cage out of the barred window, he was horrified to see the cold mouth of a revolver yawning at him not a foot from his face. At once he took in the situation, noting the frenzied look on the face of the crank who held the gun. He cooly reached out for the check presented.

It read: "Astor Place Bank. Pay to the order of Almighty God one thousand dollars."

Never a tremor crossed his face.

"You will have to be identified," he said in a matter-of-fact but very audible tone. His mind had been working quickly. If only he could gain the attention of the bank detective he would be all right.

"That's not necessary," argued the crank falling into the trap. "I want the money to found a consumptives' home."

The detective had heard in time, had taken in the situation, and was noiselessly approaching from behind. As Davison ducked behind the counter, the detective pinioned the arms of the crank and he was pretty soon hustled off to the psychopathic ward at Bellevue.

In October, 1907, when the public stood like the crank before the paying tellers of a lot of banks and trust companies Davison was pretty close to the head of the whole show, telling the public pretty much anything that would keep it quiet till returning common sense hustled the scared ones out of the way of harm. At all the famous secret midnight conferences at the Hotel Manhattan and in Mr. Morgan's library Davison was present as one of the most trusted advisers, as well as at the Clearing House conferences that eliminated Morse, the Heinzes and the Thomases.

Today Davison is one of the foremost among those of the Morgan firm who are carrying through the insurance and Chinese loan deals, publishing house, trust company and other great mergers. He it was, for instance, who recently announced the merging of the Guaranty, Morton, and Fifth Avenue Trust Companies into one great $150,000,000 company. In practically all the great deals that affect the Morgan interests his is prominent among the guiding hands, and few are the actions of importance that are not finally advised by him.

From the little town of Troy, Pennsylvania, where Mr. Davison was born in 1867, it is a far cry to becoming at the age of thirty-three the youngest bank president in New York and, last year at forty-two, the youngest member of the Morgan and the Drexel firms with all that that implies.

Is Your Money Safe?

How do YOU know whether or not the securities sold you by some glib-tongued stock or bond salesman, or advertised or recommended by some newspaper or magazine "financial editor" have NOW any REAL value?

One of Thousands Received

Montgomery, Ala., Dec. 21, 1912.
Mr. H. L. Barber, Chicago, Ill.

Dear Mr. Barber:—Your several communications with the three copies of INVESTING FOR PROFIT, have been duly received.

The article, "Science of Investment," is an illuminating one; and it is hard to see how any one could read it without profit. I only wish that years ago the viewpoint of the article could have been had. Not least among its virtues is its lucid statement which leaves nothing the average man of ordinary affairs fails to comprehend. You are unquestionably on the right track, and cannot but do the people and the country good. I could not feel but while President-Elect Woodrow Wilson is sweeping the horizon of future responsibility to the nation, it would not be amiss, if he has not seen it, he have the opportunity of reading "Science of Investment." It looks very much like Thos. W. Lawson is "ploughing with your heifer" in his article in the November issue of "Everybody's Magazine." Sincerely yours, N. B. W.

What Becomes of the Millions Taken From the Public in This Manner Every Year?

It was for the very purpose of warning its readers against bad investments in addition to instructing them in the fundamentals of good investments, business and personal, municipal and corporate, that INVESTING FOR PROFIT recently instituted a regular department wherein is set forth each month facts concerning the various forms of "Get-Poor-Quick" investments largely advertised or recommended by many of the so-called leading magazines and financial papers.

That this new feature of ours is appreciated is shown by the increasing number of letters received by us daily. Readers KNOW that they can here obtain the unbiased and impartial judgment of those who have spent years in study and analysis, and who are qualified through personal experience and knowledge to counsel wisely.

There is no more important subject than this. It touches every phase of human activity. How to avoid the snares of the stock-sharpers and financial "three-card-monte" men and the magazines with "financial departments" as adjuncts to their advertising departments has been told in previous issues of INVESTING FOR PROFIT. Our work has a CONSTRUCTIVE character also. You will learn surprisingly interesting and valuable things—how the money trust controls and uses the people's money for a pittance and re-loans it, or sells it back in trust-made, tariff protected product, to the money earners and savers of the country at high rates and tremendous profits, but of even more importance, you will learn how large fortunes are made and why they are made—the knowledge bankers and financers hide from the masses.

If your BANK BALANCE is important to you and you wish to use it so that it will earn and return to you its full and legitimate EARNING CAPACITY, you will not miss the many interesting articles in this progressive journal.

Remember, this is a REGULAR FEATURE. INVESTING FOR PROFIT also gives heed to the safeguarding of its readers' funds—whether they be merchants, manufacturers, farmers, laborers, widows, trustees, or what not—everyone can and should read these articles.

As a holder of securities you may desire to inquire about what you already own—you are at liberty to do so, in strict confidence, and without cost, by addressing, "Inquiry Department," if you are a subscriber.

My Magazine
"Investing for Profit"

is worth $10 a copy to any man who intends to invest any money, however small; who has money invested unprofitably, or who can save $5 or more per month, but who hasn't learned the art of investing for profit.

It demonstrates the REAL earning power of money—the knowledge financiers and bankers hide from the masses.

It shows how to invest small sums and how to make them grow into fortunes—the actual possibilities of intelligent investments.

It reveals the enormous profits bankers make and shows how one can make the same profits safely.

It explains HOW stupenduous fortunes are made and WHY they are made—how $1,000 grows to $22,000.

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Sold complete without license restrictions. You can buy your supplies where most convenient. You need it. Write now for booklet and specimens of work.

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His own story pointedly describes his rise and gives to every ambitious young man the proper cue: "I always made it a rule not only to do my work but to study the work of the man next ahead of me so that when the time came I could fill his place. While I was bookkeeper I watched the paying teller and when my work was done I learned how to count money rapidly."

Another of his rules was always to help the fellow behind him to take the place he left vacant. One trait made his success; the other his popularity. It was his testimony before the Pujo committee that practically brought the money trust investigation to a finish and he has since been introduced as "The man who put the Pu in Pujo." He is fond of outdoor life, a good rider, a good billiard player, and plays as he works—with his whole heart.

Among many of his interesting opinions is a vast faith in the breadth and bigness of the West. But he also believes in the East. "Come East," he says, "and apply that Western bigness." Here he believes lie unlimited opportunities for the right man. Recently at a dinner given by some admiring home folks who also have settled in New York, he related how one of his uncles had told him when he left Troy: "Harry, a rolling stone gathers no moss." Then, hesitating a moment, he added quietly, "My uncle was right. I haven't gathered any moss."

Master of the Personal Equation

ONCE in a while you run across a fellow in an executive position who just naturally fits into the work he is doing. Ten chances to one, if it is a big industry, he is studying the personal element entering into the handling of men. It is a question with him of a means of obtaining a higher efficiency, which, after all, is only a matter of economics. But rare indeed is the man who, having accomplished this end, retains the good will and high regard of his workmen. Such a broad-gauged, whole-hearted, keen student of mankind, is Allan A. Templeton, vice-president of Morgan & Wright.

The familiar phrase "self-made man" particularly applies to this expert in the intricacy of human nature. He was born little more than 38 years ago at Green Bay, Wisconsin; and was brought up on a farm near there under the restrictions of a rough and ready life, attending the rural school about three months in winter, and at other times when the teams could not be taken out to work. But at the early age of eleven he broke away and went to Menominee where he worked in the lumber mills at 50 cents a day. After taking a short night course in a business college, he engaged in bookkeeping and collecting in a lumber office, and later at similar work in other lines until he finally went to New York and secured a position at $150 a month. But the concern soon after went out of business and he simply had to have a job, so he applied to Morgan & Wright, who took him on at $15 a week as inside salesman.

This was in 1898 and he "made good" with such persistency that he has been with them ever since. The enthusiasm of success flowed swiftly through his veins, and it was not long before he was made Purchasing Agent and later Assistant Superintendent. When the big new plant was erected in Detroit, in 1906, he was promoted to the important position of Factory Manager, which he held until advanced to a still higher notch in the official scale—that of Vice-President—in 1910.

Always believing that "the greatest study of mankind is man," he took a full course in a medical college so that he would be better able to continue his investigations into factory efficiency and economics. By working hard six nights a week and every Sunday, in four years he graduated as valedictorian of his class; and was given a chair of lectureship in the evening courses of his college. On this solid foundation he proceeded to build his temple of knowledge of the personal equation in factory management, and his success is manifested by the high efficiency and economical operation of the largest rubber-working plant in the world.

This master of an old perplexing problem, with a pleasant face, clear blue eyes, and kindly manner, is above all things a firm and staunch expounder of the *square deal to every man.* He believes in giving every man in his employ, and there are several thousand of them, a little the better of the working game, if possible, keeping all on a fair and equal basis, without favoritism or prejudice. At the same time he is firm and exacts a ready obedience to the prescribed regulations of the factory, but without the severity of military discipline. In giving a fair and honest wage to all classes of employes he exacts full measure of their services in return. Honesty to all is not merely a matter of policy with him, but is a mighty highway leading to success.

"In every man," he says, "there is a responsive chord of inward human feeling. If you can get that and hold it you have the key to his dominating self, which will respond to your will and give you his best endeavors. It pays to impress upon the workman that your interests are his, and his yours, and *then prove it.*"

Everything that heart can desire, mind can wish for or money buy, is yours, once you grasp the "How" of making others think your way and do your will.

The men who have made their way to the top—apparently despite the greatest handicaps—have known the secrets of persuasion—how to make others do as *they* wish. The mastery of the ability to persuade and convince is the greatest asset the business man can have—greater even than unlimited capital, for persuasion and conviction turn opportunity into capital. Persuasion not only brings prestige—*it gets the money.*

YOU Need "How to Persuade and Convince" in Your Business

Managers need persuasion in meeting the public, pleasing dissatisfied customers, making sales, holding help, addressing boards of directors and business meetings and generally advancing their own interests. Management is applied persuasion.

Salesmen constantly need to persuade and convince uninterested prospects, originate and play up the best talking points for the line, and meet the prospect's ever-ready objections. Salesmanship is personal persuasion and conviction.

Sales Managers must have full mastery of persuasion in hiring and holding men, instructing salesmen, originating new selling points and arguments, writing inspiring letters, addressing conventions—and in a thousand other ways.

Advertising Men The advertiser must persuade on paper; he must be able to originate, adapt and prepare selling points and arrange them so as to bring in the money. Advertising is written persuasion.

Adjusters Placating a disgruntled customer and turning him into a friend of the business calls for a high degree of persuasive power.

Collectors The collector must "get the money"—and yet not offend or antagonize. This calls for marked skill in persuasion.

Buyers meet salesmen advancing the latest buying arguments and need to be thoroughly equipped in order to buy rightly and not overstock or underbuy.

Stenographers need to know the principles and methods of persuasion and conviction in order to do good work and prepare for advancement.

Accountants The accountant who is looking forward to advancement or an executive position needs to study persuasion and conviction in order to be able to meet and convince men when the opportunity presents. Many a bookkeeper occupying a subordinate position would be able to rise were he to study the principles of persuasion.

Retailers Retailing is the practice of persuasion based on the ability to make the purchaser desire the goods in stock. The retailer who can convince can grow—and profit.

Bankers The difference between bigness and bankruptcy in banking often rests on the banker's ability to inspire confidence—a part of persuasion and conviction.

Attorneys The attorney for a business uses persuasion applied to law and business. His law he learns from law texts; his business persuasion and conviction he can acquire from this work.

Correspondents With the letter as a medium the correspondent must persuade his prospect list to respond to his written appeals; he must persuade and convince by mail—often a most difficult matter. Skilled correspondence is dictated persuasion.

You Can Now Master *the* Principles *and* Practice *of* Persuasion

Before this time it has been possible for a business man to adopt the methods of other successful men; it has been possible for the salesman to repeat the arguments prepared by the sales manager; it has been possible for the salaried employee to use some arguments as to why his salary should be increased. But never before has it been possible to get behind the scenes and learn exactly how the great arguments on which businesses have been built, the great selling talks which have closed many a hard-won sale, have been prepared. Never before have the methods been put in print, to which the greatest business men in the world, as well as the boy beginning his business career, can turn and learn how the great masters of persuasion work. These secrets have been too valuable—too carefully guarded—so that until now only hints of what is here plainly explained have ever come to the public gaze. They are now brought together in a handsome, 212-page, cloth-bound volume, by B. C. Bean.

Mr. Bean *a* Noted Authority *on* Business Persuasion

"One of the clearest and most forcible writers on the science of business in the world today," is how Glen Buck, Advertising, designates B. C. Bean, the writer of "HOW TO PERSUADE AND CONVINCE." Mr. Bean has been noted as a business writer and an authority on business for years. He is widely known as Editor-in-Chief of Webster's Imperial Dictionary; has lectured on salesmanship and selling campaigns before the great universities; over a million dollars' worth of his business books have been sold; he has been paid as high as $100 per day for business counsel, while he has received $2,500 for the preparation of copy for a single booklet.

In "HOW TO PERSUADE AND CONVINCE," Mr. Bean takes you in behind the scenes and shows you—plainly—clearly—fully—how business persuasion is originated, arranged and applied. He has taken the time and money to produce something different—something telling the "how" and "why" of business persuasion, so necessary to the salesman, correspondent, advertising man—for every business man whose work it is to influence others.

Then—in addition to this unworked mine of sales information—is added the magazine BUSINESS—the big magazine for the man in office, store or factory. From one pointer in BUSINESS—from one idea in "HOW TO PERSUADE AND CONVINCE"—you may get one principle, method or suggestion worth hundreds of times the two dollars asked for twelve big numbers of the magazine and over two hundred pages of this new work showing the how and why of business persuasion and conviction.

We have secured the exclusive right of publication of Mr. Bean's new volume; it can be procured only from us.

SPECIAL OFFER: For two dollars we will send you BUSINESS for one year (if now a subscriber your subscription will be extended twelve months) and Mr. Bean's work, "HOW TO PERSUADE AND CONVINCE," all charges prepaid. Use the coupon if you wish, but send TODAY, as the offer will shortly be withdrawn.

What Some Who Have Tested This Work Say

Mr. J. P. Petersen, Grand Vice Chancellor, K. of P., Domain of Minnesota, a clever orator and experienced business man, says:

"The man who gets up before an audience or talks for business these days has to have something to say. And he must know how to say it or he will surely fail. He must use his persuasion at all times in order to make his point, whether he is addressing a fraternal gathering or getting the talking points together for a selling proposition. Mr. Bean's 'HOW TO PERSUADE AND CONVINCE' is a great help to any man who uses persuasion and conviction."

Mr. Ralph E. Noble, Manager of Sales for the Morgan-Gardner Electric Company Chicago, says:

"I have sold one of the most difficult products to introduce—coal mining machinery—in the coal mining districts of the United States, England, Germany and France and have used a great number of the principles arranged and classified in 'HOW TO PERSUADE AND CONVINCE.' It is a splendid work for the salesman and sales manager."

One of the most up-to-date retailers in the middle west is Mr. Frank B. Lomas, of Lomas & Farnsworth, who says:

"The country retailer or the clerk who dips into 'HOW TO PERSUADE AND CONVINCE' now and then, and takes some of its methods home to himself and his work, will have no difficulty in holding his trade and closing his share of the business. It is the greatest business text that has ever been written."

Among the many managers who have favorably commended "HOW TO PERSUADE AND CONVINCE" is Mr. C. A. Ransom, who writes:

"Confirming my wire, send ten copies of 'HOW TO PERSUADE AND CONVINCE' to my New Orleans office for my salesmen. It is the *only* work on business persuasion I have seen, and has the merit of telling money-making business facts in a graphic style."

The Business Man's Publishing Co.
Detroit, Mich.

Please forward me *How to Persuade and Convince,* and BUSINESS for one year, for which I enclose $2.00.

I am { now / not } a subscriber.

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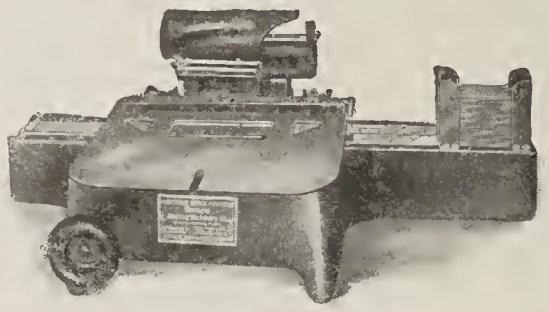
An Addressing Machine that fills all requirements of Efficiency, Simplicity and Economy.



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¶ Shipped ready for work—good work. Use it in your own way, and at the end of six months, if it is not satisfactory, return it in accordance with our guarantee.

¶ It is ***the*** time saver and money maker of modern office work.

¶ Addresses envelopes, post cards and advertising matter. Imprints names and other records on pay rolls, office and factory forms, at the rate of 1500 per hour.

¶ Anybody can run it. Not a little machine nor a cheap one. Plenty large enough and perfectly made.

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Chattanooga Tennessee

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Save $50 on your next Typewriter

Get it before buying your next typewriter and learn how slightly used machines of standard makes are made into the nearest-to-new typewriters on the market. Also how you can save 25% to 75% on regular prices, and get a typewriter with a guarantee as strong as the original maker's

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are thoroughly rebuilt by skilled workmen in the largest rebuilt typewriter plant in the world. They are highly polished, japanned and nickeled—perfect in appearance, and serviceable and efficient in every way

This "Trade Mark" fully guarantees against defect in workmanship or material.

Be sure to get the catalogue and address of nearest branch store

American Writing Machine Co., Inc.
345-347 Broadway, New York

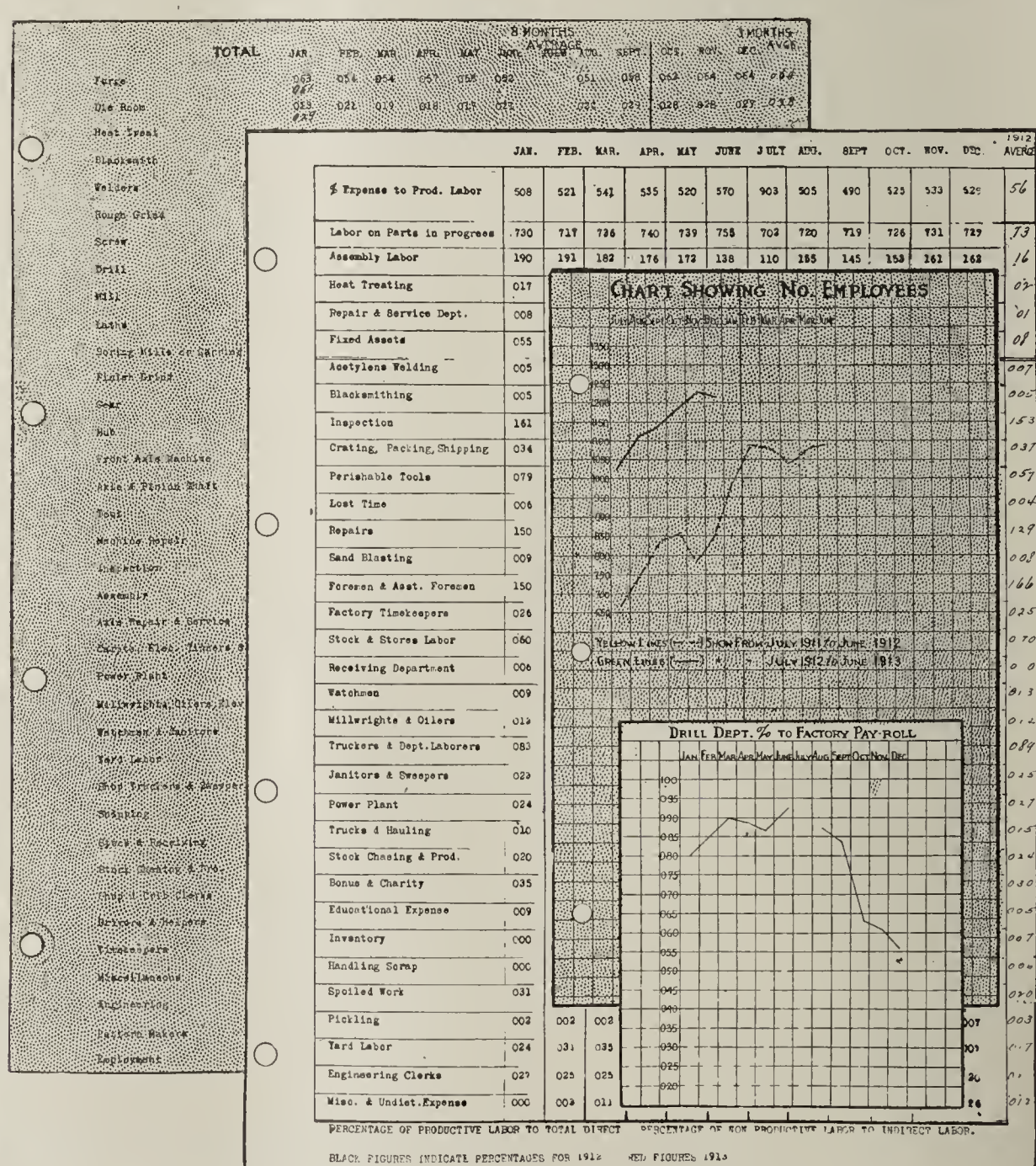
CHARTING *the* FACTORY COSTS

How Cost Records May Be Analyzed and Reduced to Simple Form for Comparison

By James Cooke Mills

THE first thing to do in the process of analyzing costs of production, is to dissect the pay roll. This is not a very difficult or perplexing task, if one has a clear perception of what constitutes Direct, or productive labor, Indirect, or non-productive labor, and Overhead, or factory expense. A thorough understanding of these elements, however, is essential for a correct distribution of costs, and the line between them must be drawn taut. Having done this there is the further object of reducing the assembled costs to the simple form of percentages, which may easily be charted and rendered intelligible to the officers and directors of the Company.

In dissecting the pay rolls each department is, of course, taken separately, and in the well-organized Timken-Detroit Axle factory, whose methods we are describing, there are 36 departments to be so treated. For systematical convenience the names of the departments are always listed in the same relative position in all the forms. To facilitate the assembling of the constituent parts of the rolls thus analyzed, a wide sheet is used which puts the figures in such concrete form that the percentages may



	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT	OCT.	NOV.	DEC.	1912 AVERAGE
% Expense to Prod. Labor	508	521	541	535	520	570	903	505	490	525	533	529	56
Labor on Parts in progress	.730	717	736	740	739	758	702	720	719	726	731	729	.73
Assembly Labor	190	191	182	176	172	138	110	185	145	153	161	162	.16
Heat Treating	017												02
Repair & Service Dept.	008												01
Fixed Assets	055												08
Acetylene Welding	005												007
Blacksmithing	005												005
Inspection	161												153
Crating, Packing, Shipping	034												037
Perishable Tools	079												057
Lost Time	006												004
Repairs	150												129
Sand Blasting	009												008
Foremen & Asst. Foremen	150												166
Factory Timekeepers	026												025
Stock & Stores Labor	060												070
Receiving Department	006												0 0
Watchmen	009												013
Millwrights & Oilers	012												012
Truckers & Dept. Laborers	083												084
Janitors & Sweepers	023												025
Power Plant	024												027
Trucks & Hauling	010												015
Stock Chasing & Prod.	020												024
Bonus & Charity	035												030
Educational Expense	009												005
Inventory	000												007
Handling Scrap	000												004
Spoiled Work	031												020
Pickling	002	002	002										003
Yard Labor	024	031	035										009
Engineering Clerks	029	025	025										20
Misc. & Undist. Expense	000	009	011										26

PERCENTAGE OF PRODUCTIVE LABOR TO TOTAL DIRECT PERCENTAGE OF NON PRODUCTIVE LABOR TO INDIRECT LABOR.

BLACK FIGURES INDICATE PERCENTAGES FOR 1912 RED FIGURES 1913

A complete scenario of the factory pay roll by comparative percentages spread over all departments for one, two or three years.

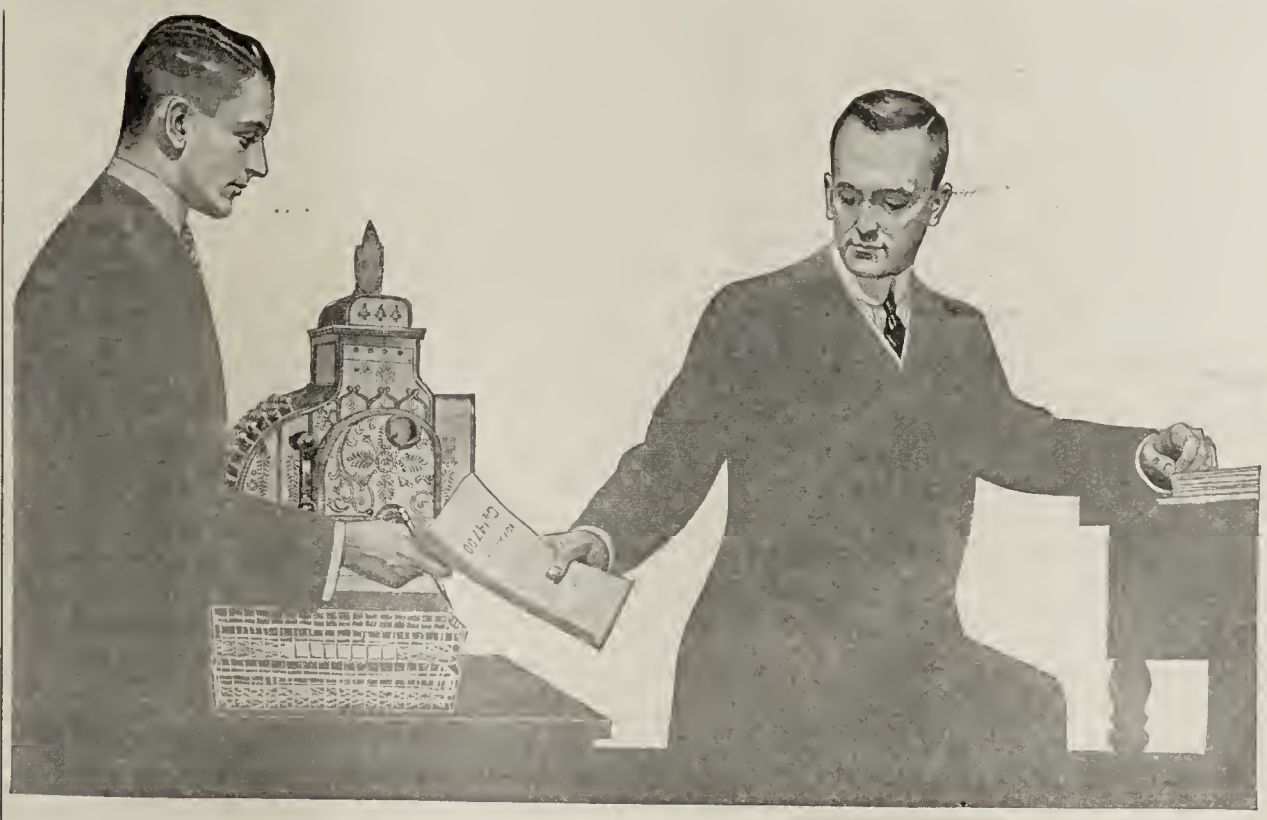
more readily be arrived at. All work connected with analyzing costs and charting them is done in the office of the efficiency expert, Mr. C. W. Bayne.

The assembling form has the names of the departments entered at the left hand side, while opposite these names are the numerous columns to show pay roll costs for a given month. At first we have the Number of Employes, divided into day and night shifts, and the total, and very naturally the Hours Worked in the same divisions. The Amounts Paid are next considered, and are divided into Productive, Non-Productive, Piece Work, Day Work, each of which is subdivided into day, night, and totals. The Total Amount Paid is entered at the right of this division. In logical order we have the Average Earnings per Hour, which comprises Productive and Non-Productive, subdivided into day and night shifts, and the Average of day and night. Supplies and Non-Productive Costs of like nature are then entered, followed by Spoiled, which include both costs of work so lost and Scrap. The Total Cost of operating the department closes this part of the record and brings us to the point where percentages may be compueted.

In this work the percentage of Expense to Productive Labor is first entered, followed by the percentage of Department Costs to Productive Labor, and that of Non-Productive to Productive. The percentage of Spoiled Work and Scrap, which is a very important item in economic management, to Productive Labor, is then computed and subdivided into day, night, and total, as previously arranged. After this the percentage of Machine Efficiency is arrived at by dividing the total of machine-hours delayed by the total possible hours for the month. The percentage of Day Work to the day and night shifts is computed, and also that of Piece Work by the same divisions, when the Total Percentage of both Day Work and Piece Work completes the percentage data at this stage. The Pro-Rata of Fixed Charges is then determined as a concluding feature of the sheet.

Comparative Statements by Months

HAVING arrived at the various percentages of all departments for a given month, the next step is to transfer each set of percentages to a separate comparative statement arranged to cover a considerable period of time. Taking, for instance, the Percentage of Departments to the Pay Roll, and carrying it to this statement, in due time we have a complete scenario of the factory pay roll in the form of comparative percentages spread over all the departments by months for one, two, or three



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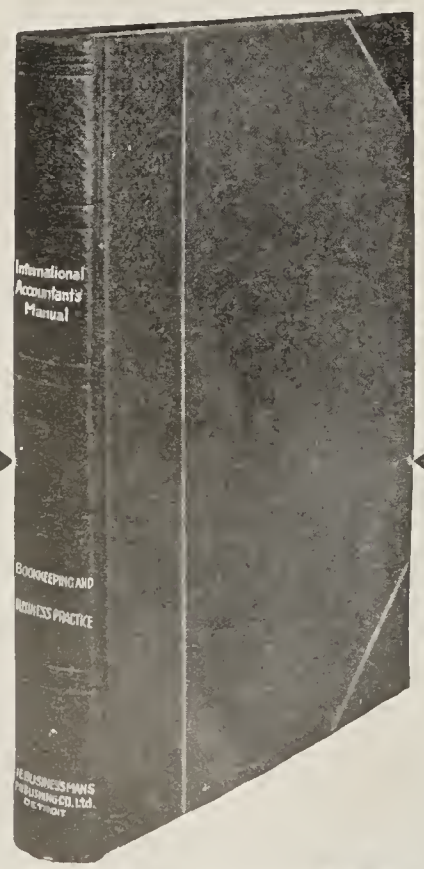


years. This statement has the names of the departments typed at the left hand side, opposite to which are entered the percentages in columns for each month. Beginning with January there are records for six months to July, a record for which month is omitted for the reason that the plant is then shut down for inventory and repairs. An average is taken of the first six months together with August and Sep-

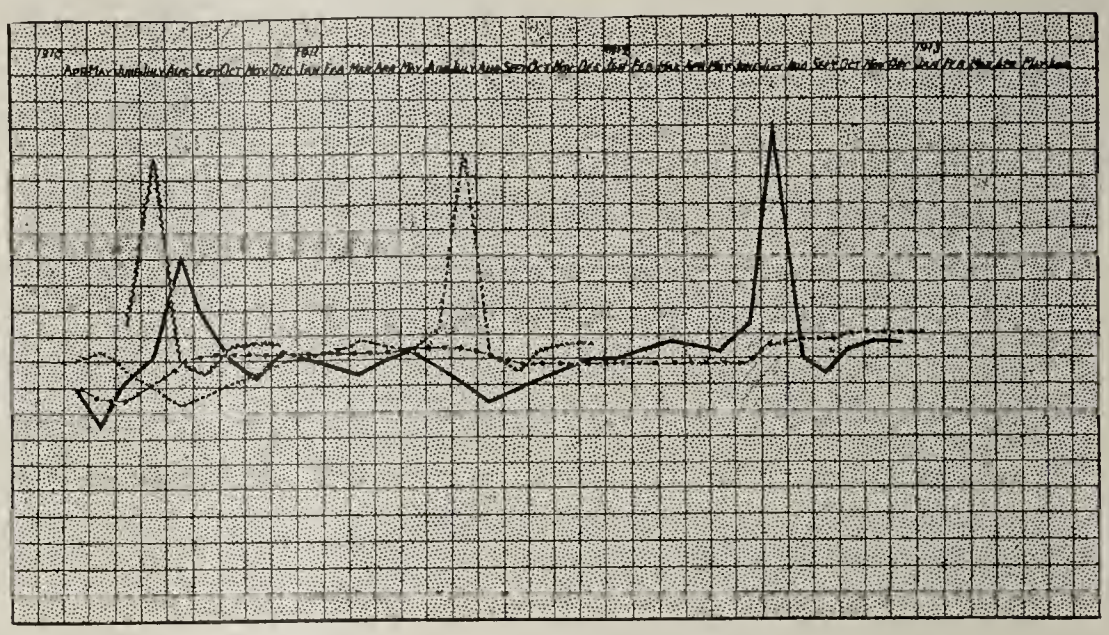
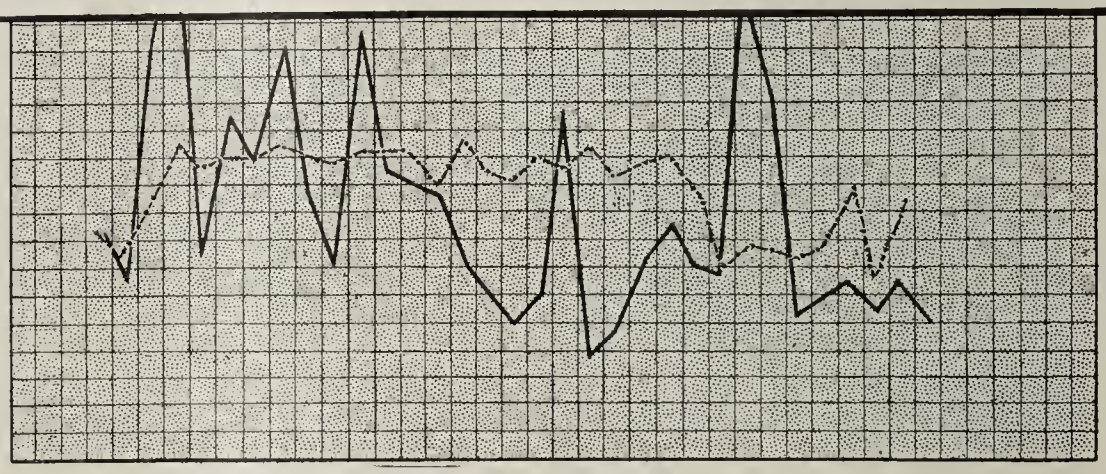


CHART SHOWING PERCENTAGE OF NON-PRODUCTIVE TO PRODUCTIVE LABOR:-

Red Line (-----) Shows tendency based on twelve months preceeding:-
Yellow Line (——) Shows actual percentage from April 1910 *to* June 1913.
Green Line (·····) Shows comparison 12 Months later than Yellow Line
Blue Line (~~~~) Shows comparison 12 Months later than Green Line *and* 24 Months later than Yellow Line.



Yellow Line (——) Shows actual monthly percentage of scrap based on factory pay roll.
Red Line (-----) Shows tendency as compared with the 12 months preceeding.

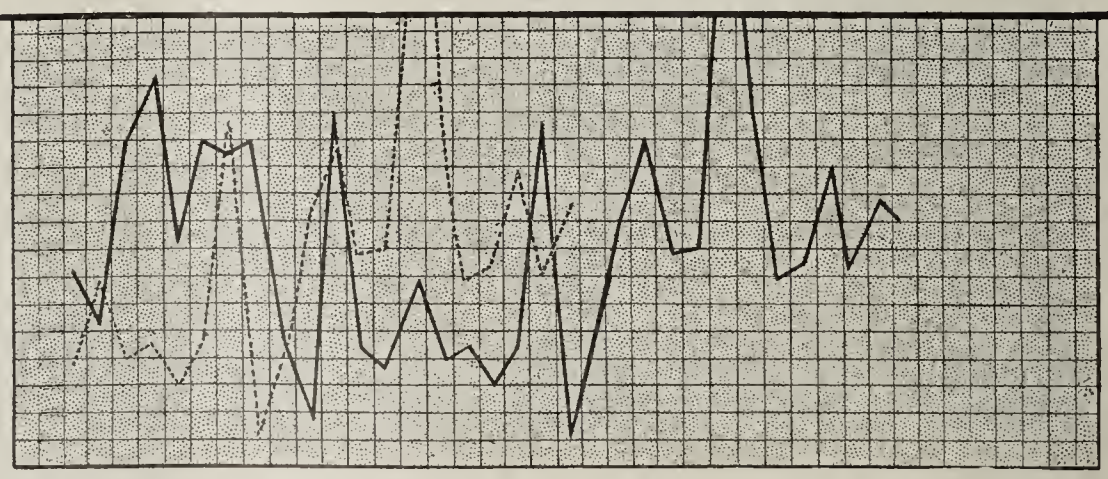


CHART SHOWING VALUE OF SCRAP MATERIAL-

Yellow Line (——) Shows scrap *from* MAY 1910 *to* JUNE 1913.
Green Line (·····) Shows comparison with 12 months preceeding.

The percentages fluctuate between normal, with good material and standarized work, to high, with large experimental work going on.

tember, and another for the last three months of the year.

When percentages for January of the succeeding year have been computed they are carried to the same statement, the figures being typed in red and so on for other months of the year. If sufficient space has been allowed in the columns between the departments, the records of a third year may be spread on the same statement, this time in purple or other color, this increasing its value for comparison. This record is of the utmost importance to the efficiency expert as indicating the trend of factory costs. To further simplify the record of departmental costs, the percentage of each department is charted on a small card. This card is ruled to carry the months in columns and the scale of percentages at the left hand side, making it easy to keep the chart to date.

Other sets of percentages, such as Productive Labor to Total Direct and Non-Productive to Indirect Labor, are transferred in like manner to another comparative statement, also illustrated. In the section above the items of Non-Productive Labor, the first item is a summery of percentage of Expense to Productive Labor. Comparing the figures month by month, we find that they increased in 1912 from .508 per cent in January to .570 per cent in June, and then jumped to .903 per cent in July. This steady increase was no doubt a matter of investigation by the efficiency expert, but the sudden jump was explained by the fact that in July, most of the plant being shut down, there was little if any production, while much of the general expense went on. Taking the next item, Labor on Parts in Progress to Total Direct, we find that in July it dropped below the percentage of any other month. This is accounted for by the fact that, although there was little if any labor on parts that month, some work nearing completion was finished up. The percentage of Assembly Labor also decreased in July for a like reason, while that of Heat Treating, Repairs and Service, and Fixed Assets, to Total Direct increased for obvious reasons. The percentages for other items of Non-Productive Labor to Indirect Labor then follow in their respective spaces and at the extreme right are the average percentages for the year.

Charting the Results

IN charting the results shown on these and other statements of like character, some interesting comparisons are evolved. The trend of employment of labor, for example, is indicated by a small chart having the months arranged in columns, and the scale of numbers at the left. Each division of the heavier horizontal lines include 50, while faint lines between subdivide this number into 10. The lower line, beginning with July, 1911, at 665 runs up to 860 in October, and, after several fluctuations, reaches 1090 in June, 1912. The upper line registers the fluctuations in number of employes from 1035 in July to 1220 in December, 1912. All the charts here used are drawn on Plate A, profile cloth, mounted on leaves of loose leaf binders, in which they are filed for preservation and ready reference.

In the Chart which shows the actual monthly percentage of scrap, based on the factory pay roll, we have an interesting study. Starting in May it drops about half a point in June, only to jump about seven points by August, when the inventory "clean up" results in a large quantity of doubtful material "in process" or cast aside, being scrapped. Because of this "clean up" the percentage then takes a decided drop, as might be expected, to near its low level; and, during the following year fluctuates between normal, when material may be particularly good with standardized work go-

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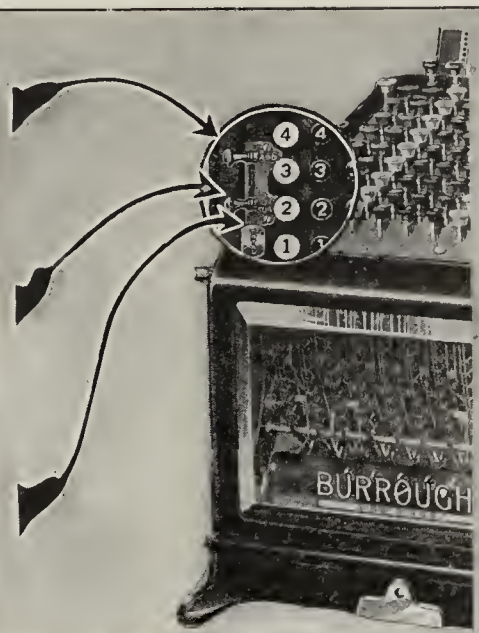

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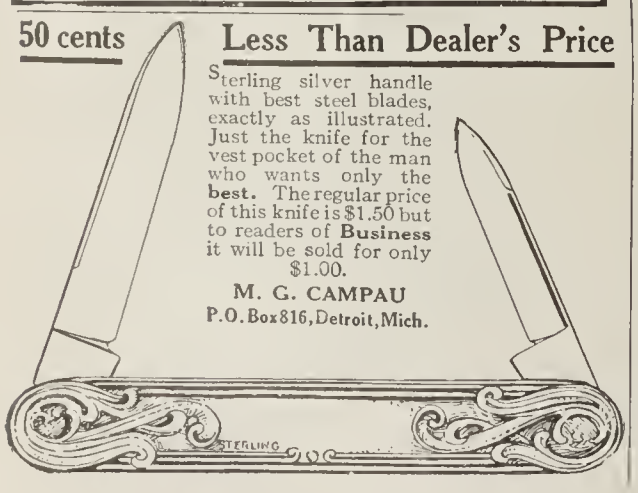

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ing through, to high, when large experimental work may be going on. In June, 1912, when a periodical "clean up" was made, we find the scrap going to nearly six points above the lowest level, which was registered in December, 1911.

The faint line on this and other charts shows the "tendency" as compared with the twelve months preceding, and may be regarded as a line representing nearly normal conditions. It is correctly drawn by taking the sum of the percentages for the twelve months previous, and deducting the percentage for the earliest month which, of course, will be that of a year back. To this amount is added the new percentage for the current month, and an average taken of that sum. The faint line is then extended on the chart for the month, either up or down according to the new percentage thus determined. It is interesting to note that, though the actual percentage may fluctuate greatly within two or three months, as between January and May, 1911, the tendency will follow very closely to a normal line. All the close and exacting work of making charts, as well as the analysis of results and correction of irregularities, is done entirely by the efficiency expert for the Company.

In proceeding to chart the fluctuations of scrap material, as measured by monetary value, different elements must be considered. There are certain conditions entering into the machine work on peculiar and irregular shaped castings, such as are here used, which have a determining effect on scrap. A gear case casting, for example, may be so shaped in the rough that for the first or second operations there is great difficulty in securing it in the machine. Although the operation in itself may be simple enough, a drilling for shaft bearing we will say, great care must be exercised by the mechanic to guard against the piece slipping or getting out of alignment. When passed for inspection the cost of operation may be 30 cents, to which must be added 20 cents or more for factory overhead. Afterward, when the piece has been milled to its proper shape, it may present no unusual difficulties in setting. The subsequent operations may in themselves be intricate and require great skill on the part of the mechanic. The hazard involved in the first operation, though a far simpler one, may thus be very much greater than that of the subsequent ones which, though much more difficult, are done against a rigid fixture. The costs, however, both for direct labor and overhead, keep piling up to the end. Therefore, when a piece has gone through several operations with accumulated costs, and a blow hole or crack is discovered in it while in another operation, the part becomes a total loss, not only of the cost of the casting in the rough, but of the costs of labor done in the various operations. The piece thereupon becomes scrap; and the cost of the casting is charged back to the foundry. Should the piece, however, be spoiled in operation by faulty workmanship, all the accumulated costs become a direct loss to the company. If caused by willful disregard of ordinary caution or regulations of the shop the whole or a part of the labor costs may be charged to the mechanic.

Guarding Against Loss

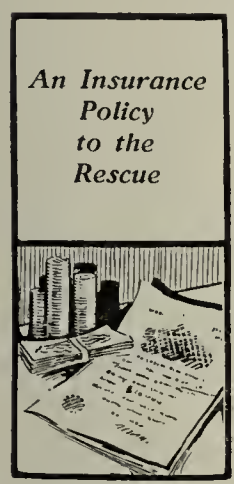
To safeguard against undue losses of this nature, castings and other materials are subject to close examination and rigid tests before being sent to the shops. In this way many imperfections are discovered before any expense has been incurred beyond the costs of receiving and handling the material rejected. In one of the charts is shown the value of scrap material by months over a period of three years. The heavy line shows the times of heavy experimental work by high costs, and the times of smooth running with big production by the low costs. At inventory the scrap is greater than at any other time, as the chart indicates. The faint line shows the comparison with twelve months preceding, and is in fact the established line for 1912 shoved back and superimposed over the record of 1911. This is a correct and convenient method of making accurate comparisons.

Returning to the subject of percentages, we have in the other chart a view of the percentage of Non-Productive to Productive Labor, covering an extended period of time. In following the heavy line one learns of the actual percentage of overhead from April, 1910, to June, 1913. Another line shows the record of 1912 and half of 1911 shoved back over the same months of 1911 and 1910, while a third line shows the record of 1912 superimposed over that of 1910. The tendency during this period is indicated by the faint line, which was determined by the method previously described. This chart illustrates the phenomenon of the tendency in two places rising while the percentage actually lowered during the same time. In another instance the reverse occurred although in a less marked degree.

It is not necessary to have a cumbersome set of books to show these facts. Neither is it necessary to institute a complicated set of charts that would be more ornamental than useful, but every business, almost without exception, would be greatly benefited by a few simple charts that show the main factors of business success or failure.

How a Bank President's Story Opened the Way to a Big Sale

By Geo. M. Rittelmeyer



"IT'S FUNNY," said Briggs, who sells life insurance, "how things will turn out sometimes. I've been working on a party here for the past six months trying to land him for a $50,000 policy, and today I secured his signature simply by inviting him to dine with a friend of mine who is the President of one of the banks.

"I hadn't mentioned anything about insurance, but after lunch was finished, we began to discuss this subject and I noticed that my friend the banker was more interested than the prospect I had in view. He made a few comments and finally he said, 'I would like to tell you all a little episode which happened to me, if you have no objections to listening.'

"We told him to go ahead, and settled back in our chairs comfortably when he began:

"'Back in 1907, when the panic struck us, I noticed the rapid tumble in the price of stocks, and while I had never speculated any before, I could not help but think that if a man made a purchase at the present low prices and held on for a rising market, he was bound to make a lot of money. The more I thought about the matter, the more the idea appealed to me. Finally, after several days deliberation, I decided to make the plunge. I determined to buy a lot of good stocks which had hitherto held a good reputation, and to hold on to them tight until business revived, but there was an obstacle in the way which had not occurred to me before. To buy the stocks I wanted I must have money, and at that particular time money was as scarce as hen's teeth.

"'In ordinary times I could have borrowed what money I needed without any trouble, but I knew it would be useless to try to negotiate a loan with the bank under the conditions existing then. Finally I happened to remember that a clause in my life insurance policies provided for loans, and I decided to take advantage of this opportunity. I had a large sum of insurance in force at that time, and on my policies I obtained a loan of $8,000. As soon as the money came into my possession I invested every cent of it in stocks. I did not make my plans public and none of my friends knew that I was speculating. My wisdom asserted itself within a very short time. Conditions improved some, and the stocks which I had purchased at a very low figure advanced to a point where I could dispose of them at a nice profit.

"'I closed them out as quickly as possible, and with my profits and the original amount invested, I bought other stocks. I kept close track of the market, and every time I saw a chance to sell at a profit, I disposed of my holdings and bought more. In a period of a year I made a clear profit of nearly $100,000. and not being disposed to be hoggish I decided to quit the game. Since then I have never speculated, but I attribute my present day prosperity to the fact that my life insurance policies came to my rescue when I could not get assistance from any other source.

"After hearing this story it did not take my prospect long to make up his mind that he needed the insurance which I had been trying to sell him so long, and inside of ten minutes I had his contract signed and in my pocket. My friend the banker had unknowingly helped me close the deal."

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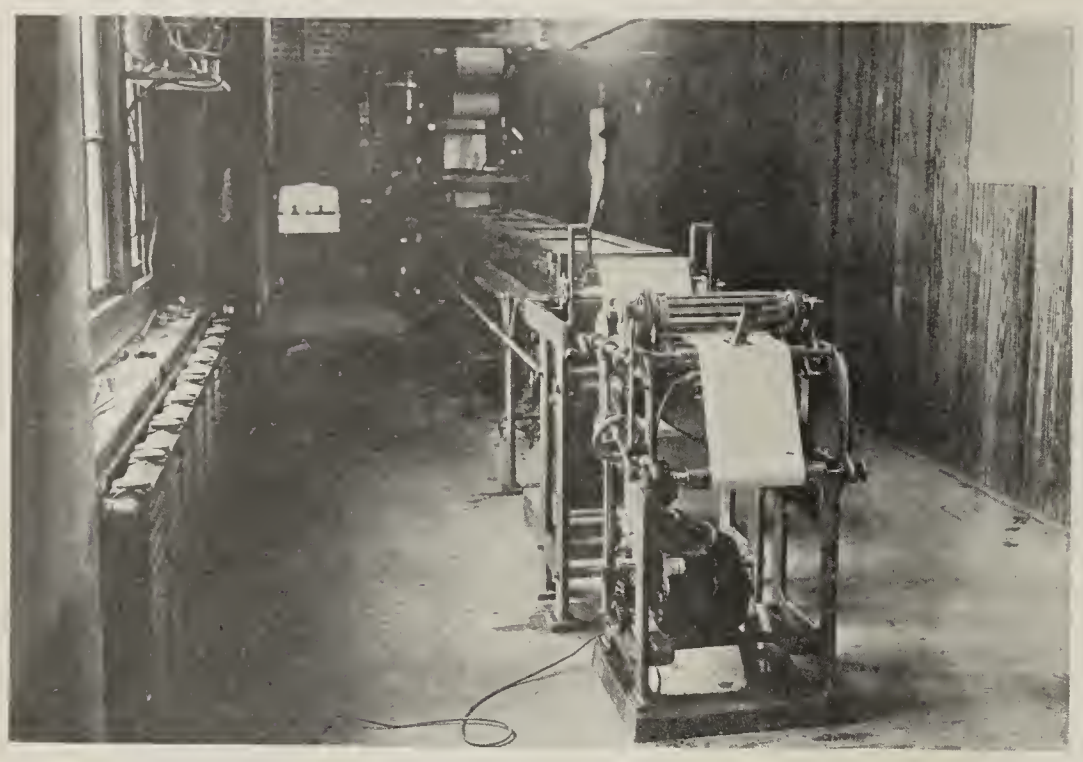
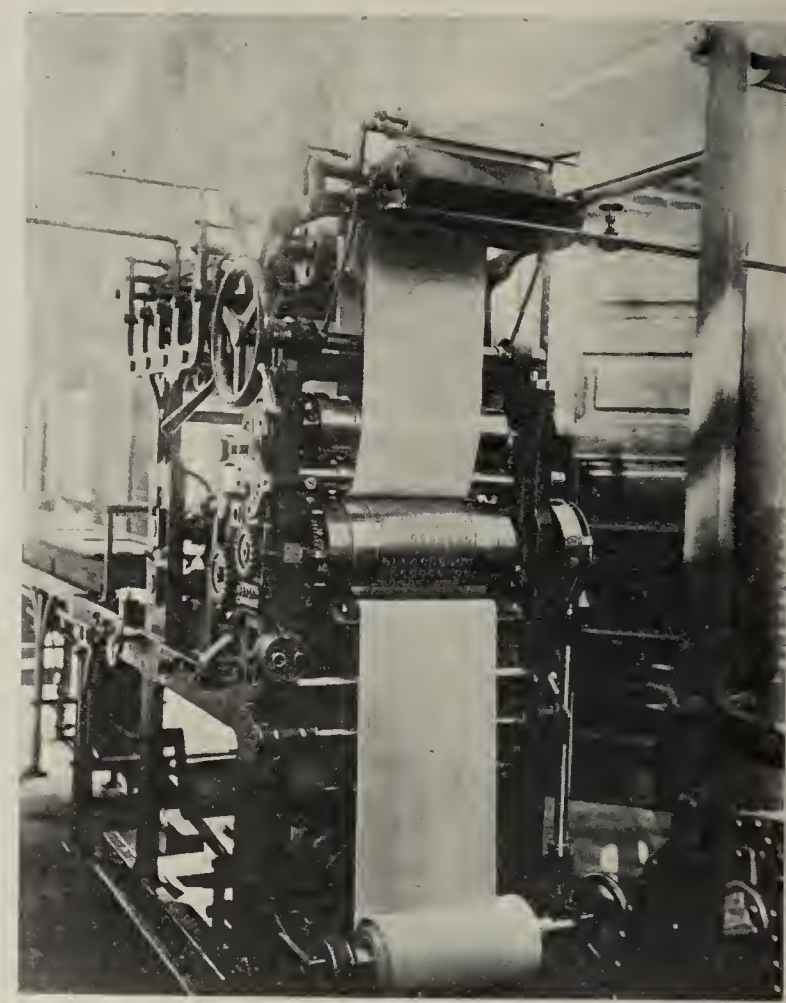
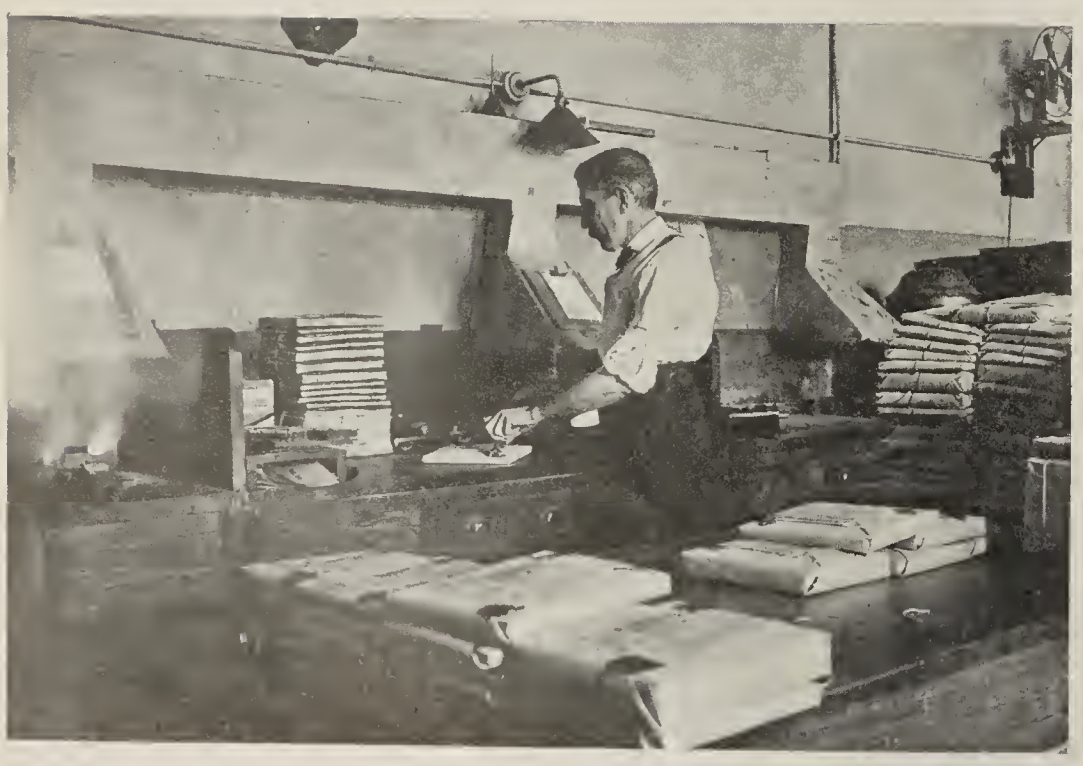
- ☐ Inside System-Forms







POSTAGE STAMP and POST

By Waldo

THE ACME of high-speed production has certainly been attaine manufacture, and this has been brought about largely through t inates 23 different operations formerly essential to postage stam 12,000 stamps per minute—printed, gummed, perforated, counted an of manufacture, aside from the engraving of the steel printing plates, than a dozen, required under the old practice.

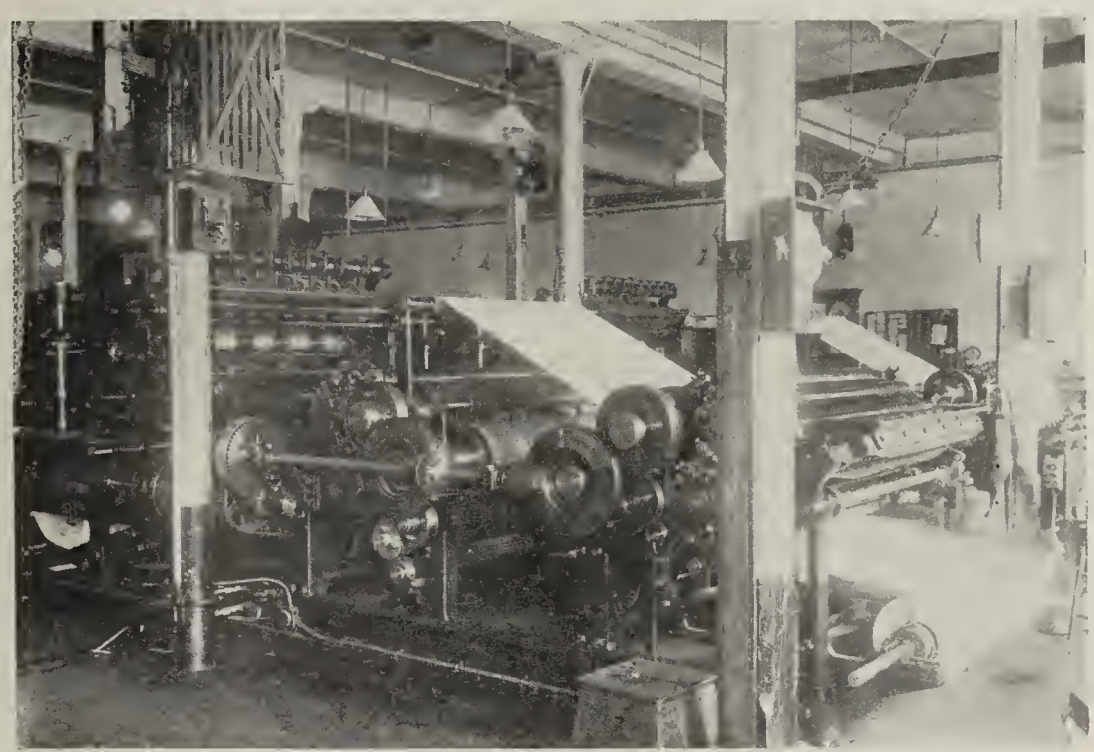
The new postage stamp machine, which cuts down the cost of m per year, is about 25 feet in length and about 3 feet in width, with a h the circumstances that the combination really presents four machines i drying apparatus for drying the gum and a perforating machine. O combination machine is that it makes stamps from dry paper fed fro paper which had to be moistened by a wetting process that occupied t

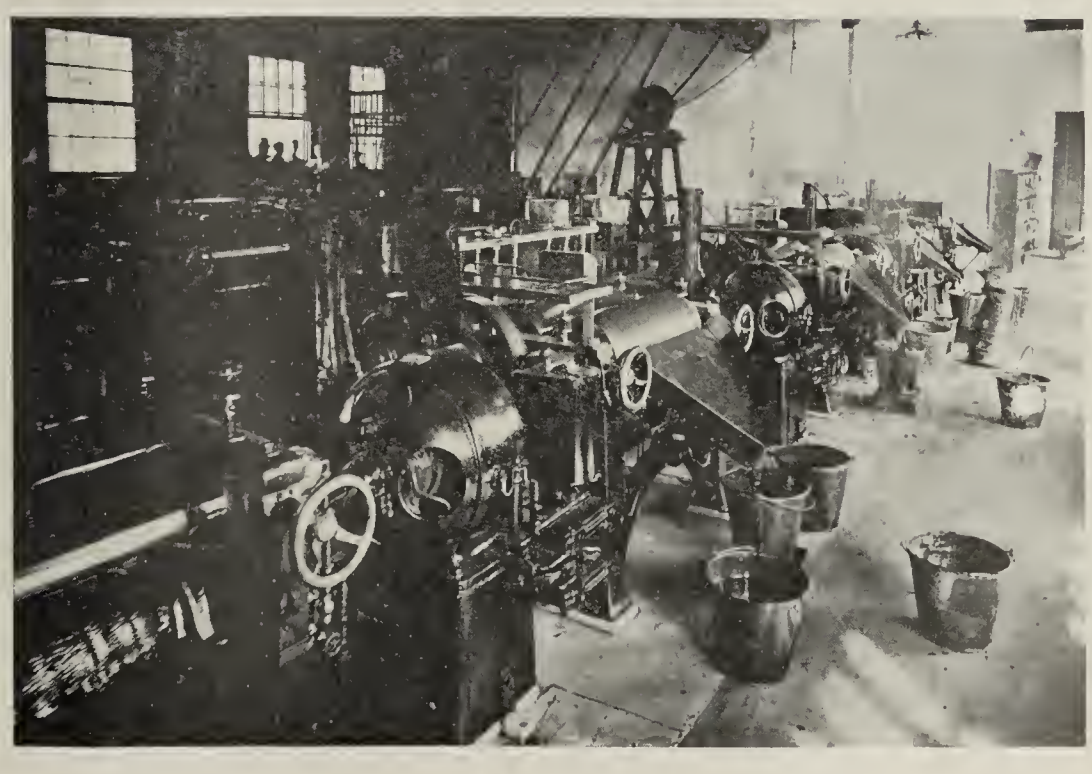
Supplementing the work of the combination machine are two othe mixing machine which mechanically prepares the ink for the printing p pleted postage stamps into coils for use in the coin or slot machines. by such machines, and the preparation of the strips of stamps adapte responsibility. The newly invented machine slits and coils stamps i will produce 1,200 coils of stamps in a working day of 8 hours, eac of 22 girls using hand reels.

Another change of status, quite as revolutionary as in the creatio comparatively recent date all post cards were printed on flat bed presse of cylinder press which not only enables the printing of the cards o cuts, trims and counts the cards in practically one operation.

The new press—known as the fastest printing press in the world under normal working conditions the output of each press is seldo the government paid $36,000 each, print from 3,500,000 to 4,000,000 c tion.

The paper stock for post cards is supplied in the form of 1,200 p been devised at the Government Printing Office an ingenious and econ solely by force of gravity, from the railroad cars to the press room. required the services of more than a dozen laborers at the various sta





ARD MANUFACTURE

cett

ne United States Government in the realm of postage stamp
nt invention of a remarkable combination machine which elim-
facture, and accomplishes the almost incredible production of
for delivery to the consuming public. And the entire process
es the services of only two operatives as compared with more

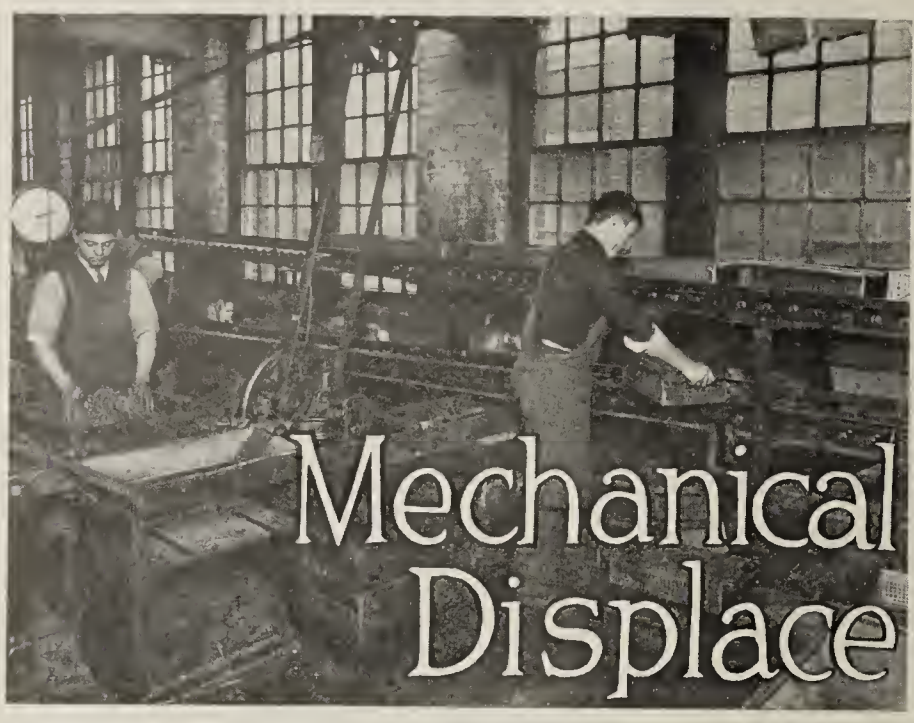
ure 57 per cent and will save the government about $275,000
not more than 7 or 8 feet. This unusual form is explained by
namely, a printing press, a gumming or mucilaging machine, a
he most important of the radical innovations presented in this
, whereas in the past all stamps have been made from sheets of
s ere the paper was ready to receive the printed impressions.

sting forms of apparatus. One is the electrically operated ink-
hereas the other is the coiling machine which winds the com-
portion of the total output of postage stamps is now vended
ale by the different varieties of slot machines is an important
of 500 or 1,000 as may be preferred, and one of these machines
machines performing work that formerly required the services

stage stamps, is in the manufacture of postal cards. Until a
at the behest of Uncle Sam there has been invented a new type
orm of apparatus at the rate of 96 at each revolution, but also

capacity of 2,200,000 complete cards in eight hours, although,
ed beyond 1,800,000 per day. Thus the two presses, for which
r day, which is just what is required to keep pace with consump-

lls—each containing material for 225,000 cards—and there has
storage rack which enables the rolls of paper to be handled,
ms of this rack four men now perform work that formerly
m unloading platform to the press.



The conveyer originates at the operating machines with the return conveyer for empty boxes above.

The steel mill boxes filled with parts go the full journey to the sorting room where they are removed.

Factory Equipment Which Reduces the Production Time More Than One-half

By W. H. Argabrite

Photographs furnished by Alvey-Ferguson Co., Cincinnati

IMPROVEMENTS which actually increase output or lower the cost of production are of vital interest to every manufacturer, and one most effective way of accomplishing this result is through the study of conditions of production and installation of machinery to replace hand labor in conveying the products between departments.

The National Acme Manufacturing Company has recently installed a mechanical conveyer system, which, for work accomplished and saving of time and labor, is especially noteworthy. Before the conveyers were installed it took 11 men 24 hours to pass a million parts of products through this plant as a day's work. Since the installation of this conveyer the same work is handled by two men and a boy in 10 hours. The photographs of the system, which are reproduced herewith, tell graphically of the saving of time and labor effected and of the increase in capacity afforded.

As the screw parts are milled and cut from the bar on the automatic machines, they fall into the base of the machines and become mixed with oil and chips. Before they can be assorted and shipped it is necessary to remove the chips and to clean the parts. The conveyer system therefore is designed to handle these products through the process of cleaning and oiling and to deliver them to the sorters and packers, within the least possible time and as near automatically as possible.

It originates at the separting machines which remove the oil from the scrap and parts by centrifugal force and the good parts are dumped in steel trays—then are placed on the lower line of gravity conveyer, on which they travel by gravity alone to the washing tanks, although at the entrance to these there is a line of Power Conveyers which automatically receives the steel trays from the Gravity Conveyer and

The power conveyer carries the trays through two solutions in the washing tanks.

Automatically sends the steel trays through and up to the overhead return line.

takes them into the first washing tank containing hot water and soda.

Under the old washing process the parts were taken from the shakers, put into wooden mill boxes, then loaded on trucks and hauled about 150 feet to the washing tanks. There they were emptied into wire baskets, which were dipped into a hot solution of soda water. This took a large percentage of the fine chips and grit from them. After being taken out and drained, the basket which contained the parts was dipped in a second solution of soda water. This made the cleaning more thorough, especially on complicated pieces. After the cleaning and draining were completed, the steel parts were dipped into a tank of warm water, on the top of which was a film of light loom-oil. As the parts were warm a certain amount of oil coated them and acted as a preventive against rust during shipment and storage. The parts were then dumped into boxes again, loaded on trucks and hauled to the sorting room. Good work was produced by this method, but it was slow, and the men who were required in its operation necessarily interfered more or less with one another.

The new washing tank is 2 feet wide, 2 feet deep and 15 feet long. After the parts pass through the first tank on this Power Conveyer they are carried up over the end and drained. This first tank removes most of the oil and fine chips, but to insure a thorough washing, the parts are sent through a second tank identically the same as the first. The Power Conveyer still carries them in the perforated steel trays. It takes 45 seconds for a tray to go through both tanks and the time required to go the full length of Conveyer, including the washing in both tanks is, from 1¾ to 2 minutes. About 2,000 of these trays or 40 tons of parts are handled by the Conveyer from separators to shipping department every day of ten hours.

After the parts leave the second tank, they pass along the Conveyer under a row or nozzles from which flow loom-oil to coat them preparatory to shipping. The wooden box, now full of clean and oiled parts, runs down the line of Gravity Conveyer and is engaged by the Power Elevator shown in the rear of the illustration which lifts the box about 8 feet above the floor where it goes down a line of Gravity Conveyer through the wall into the sorting and inspecting room. Here another operator remove the boxes of parts from the Conveyer and delivers to sorters as shown.

Only two operators and a boy are now required and with this Conveyer the two men and the boy turn out twice as much work as when the process of washing and handling was being done by hand.

Seals 100 Envelopes Per Minute

Can your office boy seal 100 letters per minute? Not hardly. We have one that can and does. "Office Boy" is the name of our wonderful new envelope sealer, and say, without exaggeration, its simply great—s-i-m-p-l-y g-r-e-a-t! You just feed in the envelopes and out they come sealed tight. Just like that. Simple, easy—no fuss—no bother. Any kind of envelope—any thickness. Makes no difference. They all look alike to the "Office Boy." Few parts—all metal—guaranteed.

Only Low Priced Sealer Made

Every office should have one. Saves cost in short time. 'Tisn't one of those impractical, theoretical contraptions you use for a few days and then junk. You'll use the "Office Boy" every day—year in and year out.

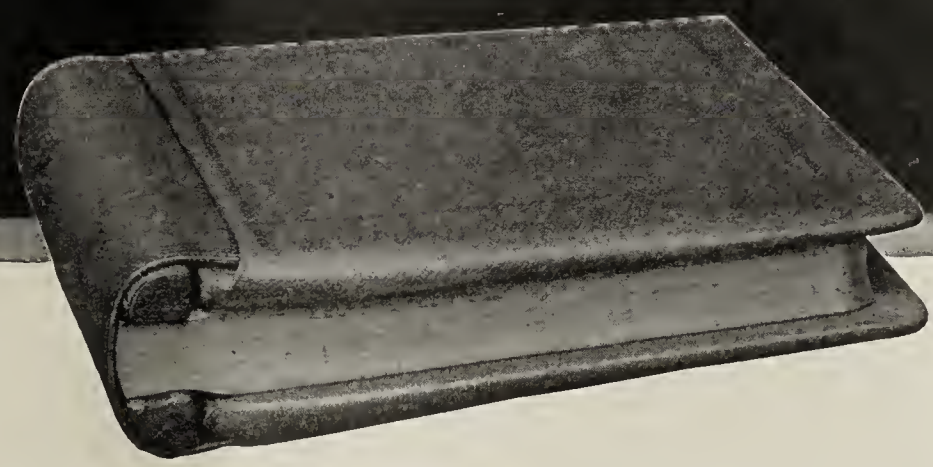
Ten Days Free Trial

Our free trial proposition proves our statements. Send today for an "Office Boy." Try it ten days. If not satisfied with it, send it back at our expense. Pay nothing down. Pay only when satisfied. As a Modern Methods reader you need no more argument. Write your firm name and address on the margin of this page and mail it in. We'll know what you want. AGENTS—DEALERS—OFFICE EQUIPPERS WANTED. This is your chance to get in quick on a red hot seller. Make quick, easy sales and big profits. Best of all, satisfy your trade. Get our liberal proposition. Write today.

BORGER MFG. CO., 110 Borger Bldg., Cincinnati, Ohio

COSTS ONLY **$10** ORDER TODAY

Unearth *your* hidden profits



THE biggest, easiest profits within the reach of the average business *today* are not to be made by increased sales—but through operating economies—*on the inside.* More and more business men are beginning to accept this fact as a general proposition—but when instituting these inside economies they usually overlook the accounting end.

Kalamazoo
Loose Leaf Devices

take a big burden off the neck of your gross profits. They cut accounting costs one-third; they automatically bring about an increase in your net. They do this by simply lowering your costs of handling business—without necessitating a single extra sale.

Mechanical simplicity—greater operating speed and ease—are largely responsible for Kalamazoo superiority. One feature alone saves hours each week. This is the rapid-opening device of the Kalamazoo—permitting your bookkeepers to insert or remove sheets in a fraction of the time they ordinarily take when handicapped by binders of a different sort.

Unlimited expansion is another Kalamazoo feature. It is due to a flexible leather back. The Kalamazoo Binder back will telescope to any width or capacity. It holds a dozen sheets as securely as several hundred—a thousand or more as conveniently as one or two. No fillers needed. The Kalamazoo back is adjustable to any holding need.

As the Kalamazoo is made to last a lifetime the permanence of these improvements is insured. On the other hand—the improvements make the longevity of the Kalamazoo worthwhile.

Kalamazoo Loose Leaf Binder Co.
Kalamazoo, Mich.

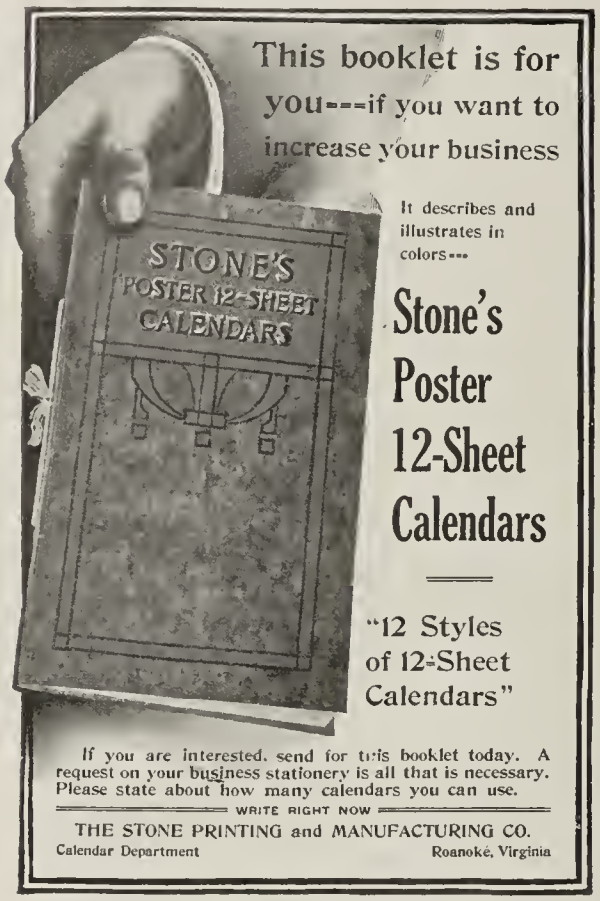
Mail the Coupon

Decide now to investigate the time and labor saving features of Kalamazoo loose leaf equipment. Tear off—sign—and mail the coupon this very minute. Let us put you in touch at once with the amazing facts that illustrate the economical efficiency of the Kalamazoo. Outline your needs and our Efficiency Experts will show a way for you to realize accounting efficiency—or simply send the coupon for full information regarding Kalamazoo systems and devices—TODAY.

GEO. P. WIGGERTON, Gen. Mgr.
Kalamazoo Loose Leaf Binder Co.
Kalamazoo, Mich.

Gentlemen:—Please send me full particulars regarding Kalamazoo systems and devices—with the understanding that my request does not obligate me further in any way.

Name .....
Business Address ..... State .....
City .....
Capacity with firm .....



This booklet is for you---if you want to increase your business

It describes and illustrates in colors---

Stone's Poster 12-Sheet Calendars

"12 Styles of 12-Sheet Calendars"

If you are interested, send for this booklet today. A request on your business stationery is all that is necessary. Please state about how many calendars you can use.

WRITE RIGHT NOW

THE STONE PRINTING and MANUFACTURING CO.
Calendar Department Roanoke, Virginia

ALBEMARLE-HOFFMAN
NEW YORK

A new modern hotel located at the hub of New York's greatest business, representing a Five Million Dollar Investment on the site of the former Hoffman House, overlooking Madison Square, Broadway, 24th Street, Fifth Avenue.

The Acme of Architectural Perfection

Accommodations for 1,000, offering maximum luxury and comfort at much lower rates than offered in any other Hotel in America, consistent with highest class service.

A GOOD ROOM AT $1.50 PER DAY

A GOOD ROOM WITH BATH AT $2.00 PER DAY

Handsome apartments of any number of rooms at proportionate rates. The Management is a guarantee of the highest refinement and protection to ladies and families.

Telephones, Madison—3440-3560

DANIEL P. RITCHEY

3 CUSTOM SHIRTS FOR $5.00

I make shirts that fit you, because I make your shirts from your measurements and guarantee to take them back if they do not satisfy you.

I Send you 100 samples to select from

I send you measurement blank with rules. I send you the finished shirts express prepaid. No ready-made shirts in my shop, but facilities for quick delivery of the highest grade of custom work. Write for my samples. (Higher priced fabrics, too.) Spring samples now ready. No agents.

CLARENCE E. HEAD, (Master of Shirtcraft)
200 Tioga St., Ithaca, N. Y.

WAYS and MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

Taking Advantage of the Day

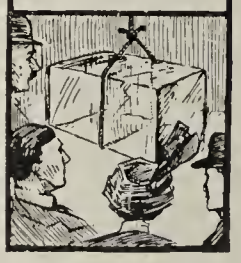
THE PITTSFIELD National Bank recently had a large vault or safe installed in their building at Pittsfield, Mass., and for two days part of the safe that weighed 27 tons stood on the sidewalk in front of the bank. On the safe when it arrived was a large sign that read, "This safe weighs 27 tons."

A manufacturer of high grade cigars, whose factory and office was just in the rear of the bank building, and across the street from the largest hotel in the center of the city, in passing the safe read the sign

"27 tons," and saw in it the possibilities for a good advertisement. He therefore had a local sign writer make a sign 18 inches high and the length of the safe, which read, "This is a great safe—Weighs 27 Tons—Our April 27 cigar is great."

The "27 Tons" was painted in large red letters and "April 27 cigar" was also in red. He tacked this sign on the safe where it could be seen from the main street and it remained there for two days, causing a great deal of talk and resulting in many extra sales of cigars.

How a Photographer Attracted Attention



AN ENTERPRISING photographer in a small town recently thought of a novel idea to advertise his business.

His studio was located in a central spot and people were passing to and fro continuously. Acting upon the impulse he purchased a large cake of ice and hung it up where everybody could see it.

Upon this cake of ice he placed the following card:

"$5.00 worth of photographs free to the one who guesses how long this block of ice will last."

Many guesses were made and considerable publicity was obtained by this stunt.

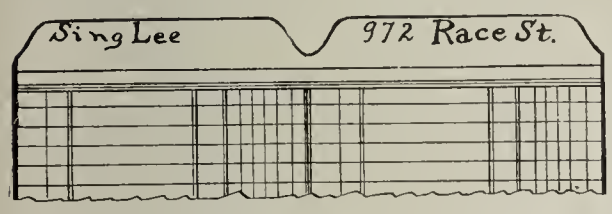
Using Double Tabs on Ledger Cards

IN LARGE cities, where wholesale grocers and other wholesale lines sell to a great many small stores conducted largely by foreigners, names are often confused, and it has been a problem to keep their accounts correct, and at the same time, not take too much of the bookkeeping department's time. For example, in some cases, a party will start business and after conducting it for a while, will dispose of it, and the new owner will order goods, not notifying the wholesaler of the change. When they call to settle their account they will invariably give the new name, and, of course, the clerk will at once say, "We have no such account;" but,

after learning the address, and perhaps after a long argument, will locate it.

The system here outlined is to help in such a time, especially when information is needed quickly, for if the customer happens to be a Chinaman (they seem to have a copyright to getting their names similar) and he calls and asks about his account, it generally means a long hunt. This is often caused by the fact that Chinamen are keen in business, and quickly dispose of their stores when they can do so at an advantage.

The following idea is simply a "Double Tabbed Ledger Card." One tab carries the name and the other the address. The tabs



are at the ends of the card, so as to be seen quickly when referred to, and experience has shown that the Alphabetical Filing is preferable. These cards can be any size, depending on the nature of the business, and the method of using them hardly needs being described, as accounts are posted the same as they would be in any other kind of a card ledger, the main idea being in the facility for finding the account when it is wanted.

Saving the Old Stencils

IN ORDER to help the shipping clerk expedite his work and at the same time keep a good record of shipments, it is a saving of time to have the old stencils kept in a handy place, especially where a stencil-cutting machine is used for marking cases and the firm has many more or less regular customers.

Instead of having a lot of pigeon holes with the stencils placed in them according to the letters of the alphabet, it is far easier to have a regular index made and keep your stencils in true alphabetical order. Have drawers made the size of the stencils and then make an index from the largest stencil paper, thus—A-AC, AD-AK, etc.—cutting the letters along the top of the paper.

Then put a date stamp on the back of each stencil and you have the record of the date of shipping, which is handy and easily kept. Place each stencil in its regular place after the day's shipping is finished. This saves cutting a new stencil every time you ship to an old customer, and gives the shipping clerk more time to attend to the routing and other work.

THE least possible weight together with the greatest strength, the greatest security, and the greatest protection to contents are the main features of

H. & D. Corrugated Fibre Board

Containers For Parcel Post Use

A quarter of a century of "knowing how" enables us to offer the shipper of any product—from the fragile egg and the otherwise troublesome liquid to hardware and metal parts—a container that permits taking advantage of the newest of the country's transportation facilities, fulfills the rigid parcels post regulations and effects the consequent great saving in shipping cost.

H. & D. fibre board boxes and containers are made of H. & D. double-faced, waterproofed, corrugated Jute board. The peculiar cellform construction of the H. & D. board makes it a perfect cushion for the packing of fragile articles and a non-conductor of heat and cold yet affords the strength required for the packing of heavier articles. The corrugations between the two faces of the board form a perfect truss, which supplies the strength, absorbs all shocks and at the same time gives us a board 3-16 of an inch in thickness with a weight of only one pound to five square feet of surface.

I. & D. Parcel Post containers provide a maximum of strength, lightness and shock-absorption.

Hurled from moving trains, thrown roughly from car to car—a parcel post package ***must have*** a strong protective covering to insure safe delivery. It is practically impossible to harm goods packed in H. & D. boxes—they are stronger and much tougher than wood; their peculiar construction is such that violent handling has no effect upon the contents.

All our boxes are shipped "knocked down" and require very little storage room; one hundred boxes take no more space than ten boxes set up and they are easily assembled.

"How to Pack it" *Will you accept this remarkable manual FREE?*

Save Hundreds of Dollars in Shipping Cost and Damage to Goods en-transit—

by writing for our book "How to Pack it"—its free but of immeasurable value to packers and shippers. In writing describe your product and we will plan for you a box ideally suited for your needs. ***Write now***—tomorrow you may forget.

The Hinde & Dauch Paper Co.

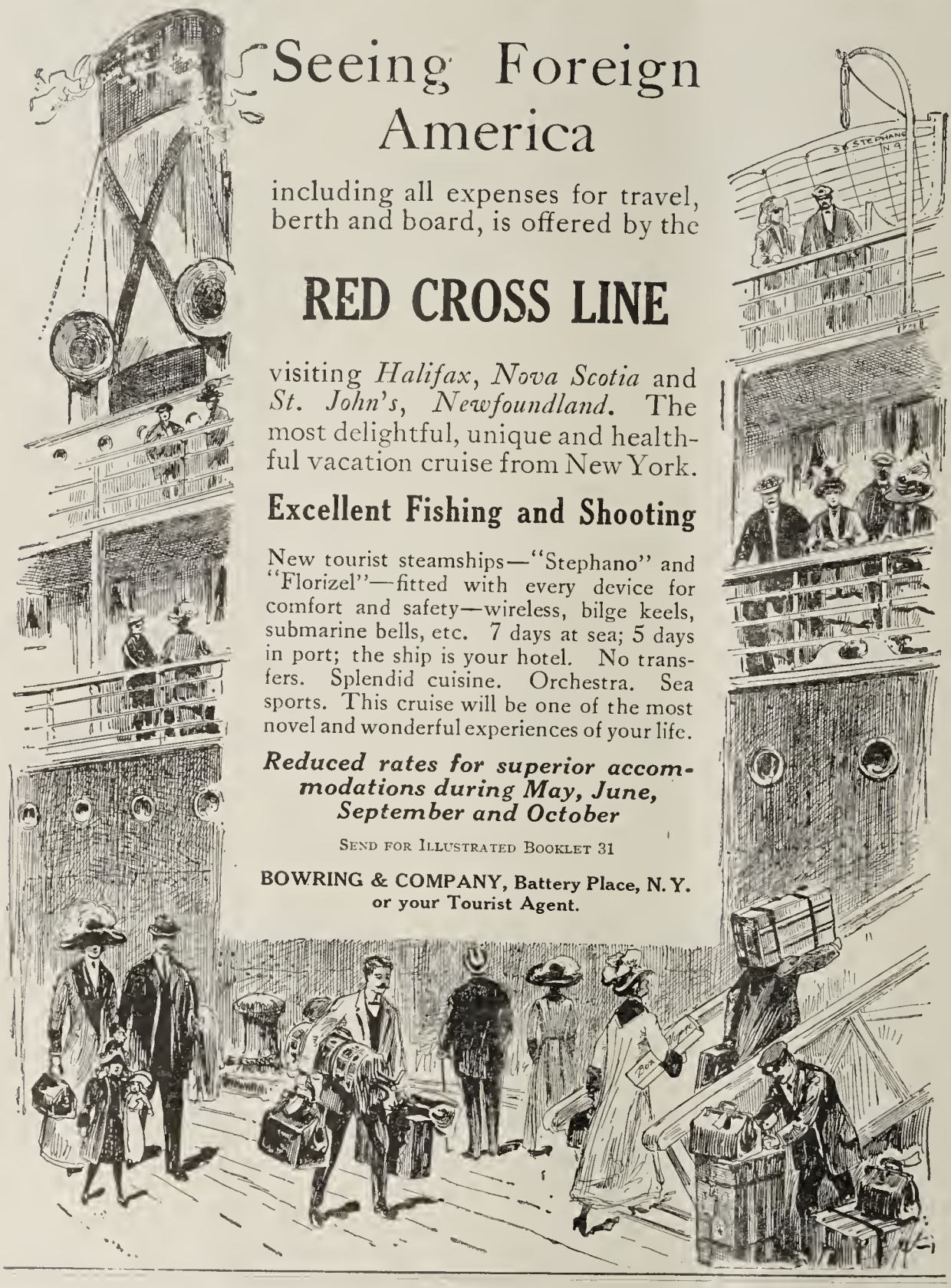
Sandusky, Ohio

For Canadian Trade, Address Toronto, Canada

Avoid the Repair Man

SOME LARGE business houses arbitrarily fix the life of a machine, such as a typewriter, and throw it out or replace it at the end of that time whether it seems to be worn out or not. For instance, a wholesale house, using three hundred typewriters, will decide upon the make of machine it desires to use, will put in an equipment of new machines all at one time, and then will give orders that they are to be thrown out and new ones installed at the end of each period of four or five years. While some of these machines might be good for more service, the aim is to avoid the repair man so far as possible, because he wastes a large amount of the time of operatives while he is in the office and reduces the efficiency of the force, aside from the fact that repairs are expensive in themselves. Replacing the machines in quantities also has an economic advantage.

12 DAYS IN THE WONDERFUL NORTH $60.00 UP



a tempting offer is made, he is going to lose a lot of precious time, as I did for several years.

"When a man sends in one of these blanks all filled out I call him up or endeavor to see him personally and get his reason for selling. Usually that interview tells me the degree of his anxiety to sell.

DON'T BE FOOLISH

Many persons have lost sales for their property or been compelled to sell at a disadvantage and loss because they have given an exclusive agency. It don't pay anyone having property to sell or rent to limit your possiblities to one concern only. Some other concern has your buyer but can't deliver on account of some one else having exclusive control

Be Wise Now

and terminate all exclusive agencies. It is competition in the open market that brings you your best prices and THE AGENT WHO SELLS IS THE ONE WHO EARNS THE COMMISSION, not the agent who holds you up on an exclusive contract, and then, perhaps, sells to a "friend at a bargain and your certain loss." We don't insult your intelligence by asking an exclusive agency. "Let the best man win" is our motto.

Fill out and Mail Now

List your property for sale or rent with us TODAY if you want it converted into ready money or a good income. We have made more Wilmette realty sales and rentals in the last ninety days than all other real estate concerns combined. We can get you results. You do your part now.

PAUL SCHROEDER & Co. Date..... 191...
418 Greenleaf Avenue
Wilmette, Ill.

Gentlemen: Please list the following property [For Sale / For Rent] for which you are to charge undersigned the usual commission.

LOT

Block No..... Lot No..... Subdivision.....
No....., Street ....., Size..... Sidewalks [Yes / No]
Streets Paved [Yes / No] Incumbered [Yes / No] How Much $.....
Terms.....
Special Assessments [Paid / Unpaid], How Much $..... For What
..... [Wooded / Cleared]
Price per foot $....., Terms .....
My Telephone is .....

HOUSE

Modern [Yes / No], No. of rooms ..... Heat [Furnace, Steam, Hot Water, Stove], Kind of Building [Stucco, Brick, Frame, Combination of above], Rent [Yes / No], Price $..... , Sale [Yes / No], Price $..... Terms..... Tel. No.....
Out buildings [Yes / No], What.....
My Telephone is .....
Have you friends wishing to [Buy / Rent], in Wilmette? Their Names Are:
.....
.....
Present Address No....., Street..... , Telephone No..... , City ..... State.....
Signed.....
No ..... Street .....
City..... State.....

N. B.: In filling out above blank cross out items you do not want to appear in description, etc., like [Yes / No] cross out the one you do not want. Add any special items which do not appear in above blank and mail now to

Sometimes he shams indifference, but seldom. If he seems particularly desirous of selling, I become particularly desirous of finding a buyer for him. That one little energy-apportioning policy of pushing hardest where the seller is most anxious has increased my results about four hundred per cent. the last two years over the preceding years."

HERE IS a form used by a live surburban real estate dealer in his annual campaign to round up prospects. He mails these to all the property owners in his territory under one-cent postage, without any accompanying letter, and not even with a return envelope, to say nothing of return postage.

Asked why he did not make it easy for the recipients to reply by at least enclosing a return envelope, he said with conviction:

"I don't want to make it easy for them to reply. I want the fact that they do reply to indicate that they are anxious to sell, for I want to get into touch only with people who really want to sell; the worse they want to sell, the better, of course. My big job is to bring people who are anxious to sell into touch with prospective buyers.

"Now," he continued, "if a busy real estate man stops to fuss with folks who just have a notion they might sell in case

WHILE SEPARATE maps with colored tacks have long been used by various firms, the use of the large map has recently been applied to chart the advertising program of a well-known manufacturing concern, and it is thought the general plan will be found useful to others. A detail map of the United States on tough paper,

was mounted on a backing of soft wood. This was secured to a large and strong easel, beneath which a conveniently arranged cabinet held advertising booklets and folders, with each apartment properly labeled. The map was then divided, according to established lines into seventy-four districts, irrespective of state lines in many instances, as will be noted in studying the accompanying map. The district offices were indicated by placing brass tacks over the cities and towns in which they were located.

Mail advertising is shown by indicating the places where the mail matter of various classifications has gone. Bank advertising, for example, is indicated by white tacks having three vertical black lines across the face; Retailers by white tacks with checked lines in black; Manufacturers by olive colored tacks; Wholesalers by brown tacks. Trials (use of machines) are shown by black tacks; Past Trials by blue tacks, while Users have green tacks. Possible Buyers are indicated by white tacks bearing numbers; Creamery and Dairy by tacks numbered 2; Hay and Grain dealers by tacks numbered 3; Cotton by number 4; Plumbers by number 5; Laundries by number 6; Printers and Publishers by number 7, and so on down the list of industrial concerns.

Periodical advertising is likewise shown by indicating the places in which the matter is published. Places where Newspaper advertising appears is indicated by dark blue tacks; Bank papers by purple tacks; and Trade papers by dark brown tacks.

Competitive Advertising is also kept track of by the use of red, pink, orange, and combination colored tacks for direct matter, in the same method as for their own. Bank and Trade Paper advertising is carried by yellow tacks; and Newspaper advertising by lavender colored tacks. By keeping the chart closely to date on changes of its various items, the system will be found very helpful to the advertiser who covers the whole country, or a large portion of it.

This Great Cyclopedia of

Business Knowledge

(De Luxe Edition)

NOW SENT FREE

Contents:

Everything a Business Man Should Know

Office Management
Modern Office Methods
Factory Management
Factory Methods
Business Organization
Cost Keeping
Time Keeping
Recording and Billing
Systematizing
Auditing
Methods of Bookkeeping
Special Accounting
Credits and Collections
Commercial Law
Contracts and Leases
Partnerships
Corporation Methods
Bankruptcy Proceedings
Banking
Advertising and Sales
Routing Salesmen
Checking Salesmen
Mail Order Business
Follow-Ups
Buying Supplies
Shipping-Room Methods
Store Management
Retail-Store Accounting
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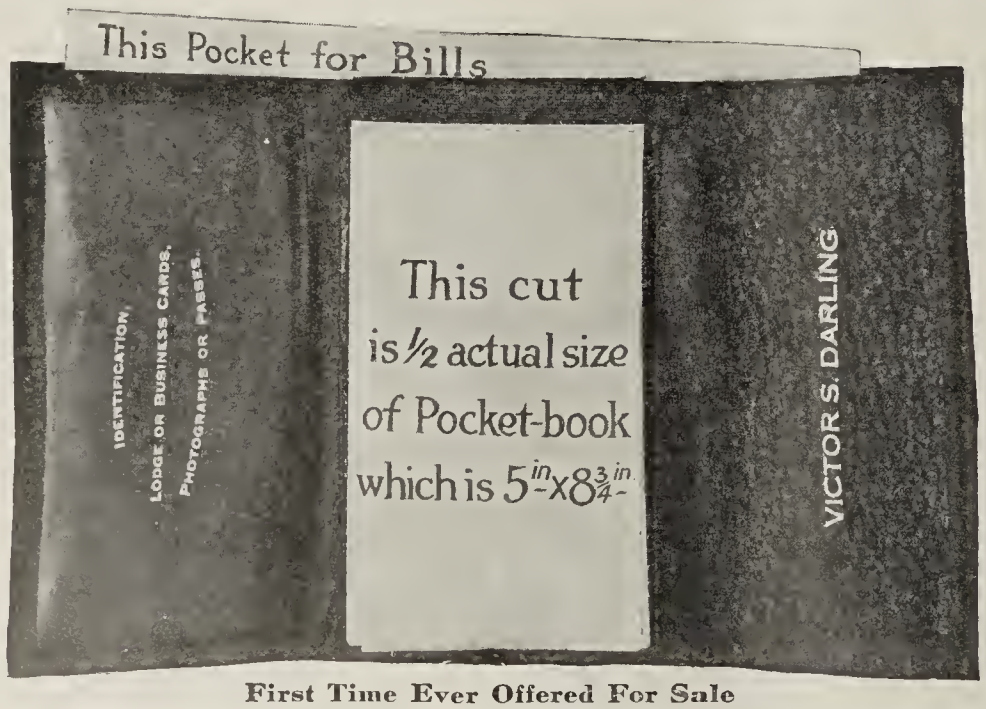

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I had a quantity of these pocket books made to my own design and now offer them for sale for the first time.

Something entirely new and would cost $1.50 in any leather store if they could only get them.

You can buy these from me only and I will cheerfully refund your money if not up to your expectations.

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Pocket book, bill fold, card case, memorandum—all in one. The most convenient and useful article ever manufactured for a business man's use.

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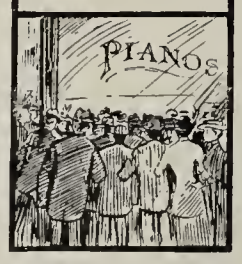
M. G. CAMPAU **P. O. Box 816, DETROIT, MICH.**

An Attractive Window Display



THE O. K. Houck Piano Co., of Memphis, Tenn., recently had a display in their window which attracted the attention of every passer-by. At certain times during the day the throng of people standing in front of the window was so great that the street was blocked.

The display consisted of a miniature electric railroad with passenger and freight trains in operation, a power-house, and a hotel. The window was very large and the display filled every inch of space.

In order to attract attention to the exhibit, advertisements were inserted in the daily papers with the following headline: "Round Trip Tickets to Pianoville, via the O. K. Houck One Price Route."

In these advertisements appeared a list of employes of the store, showing them employed as officials of the road. This was done with a view of stimulating their interest in the display.

The freight cars shown in the display were all supposed to be loaded with goods going to or from the O. K. Houck Co., and each car was stenciled with an advertisement of some special line.

Don't Endorse in Blank

A BUSINESS man in the west received a New York draft for $500. He owed a like amount to an eastern house. He conceived the idea that he could save the cost of the draft by endorsing over the one he had just received and sending it on. So he wrote his name across the back of the check and forwarded it, instead of depositing it to his account in his own bank and purchasing a draft in the name of the party to whom he desired to remit.

The draft he sent was lost, fell into other hands and was cashed. The loss, of course, fell on the merchant. He had simply written his name on the draft. Had he written the words, "Pay to the order of ——," and signed his name, it would have been impossible for anybody except the party to whom he instructed it paid to have obtained the money. In case it had been paid to the wrong person, the bank would have been responsible. Thousands of checks are sent out in just this manner, many business men never realizing the risk.

Keeping Track of Requisitions

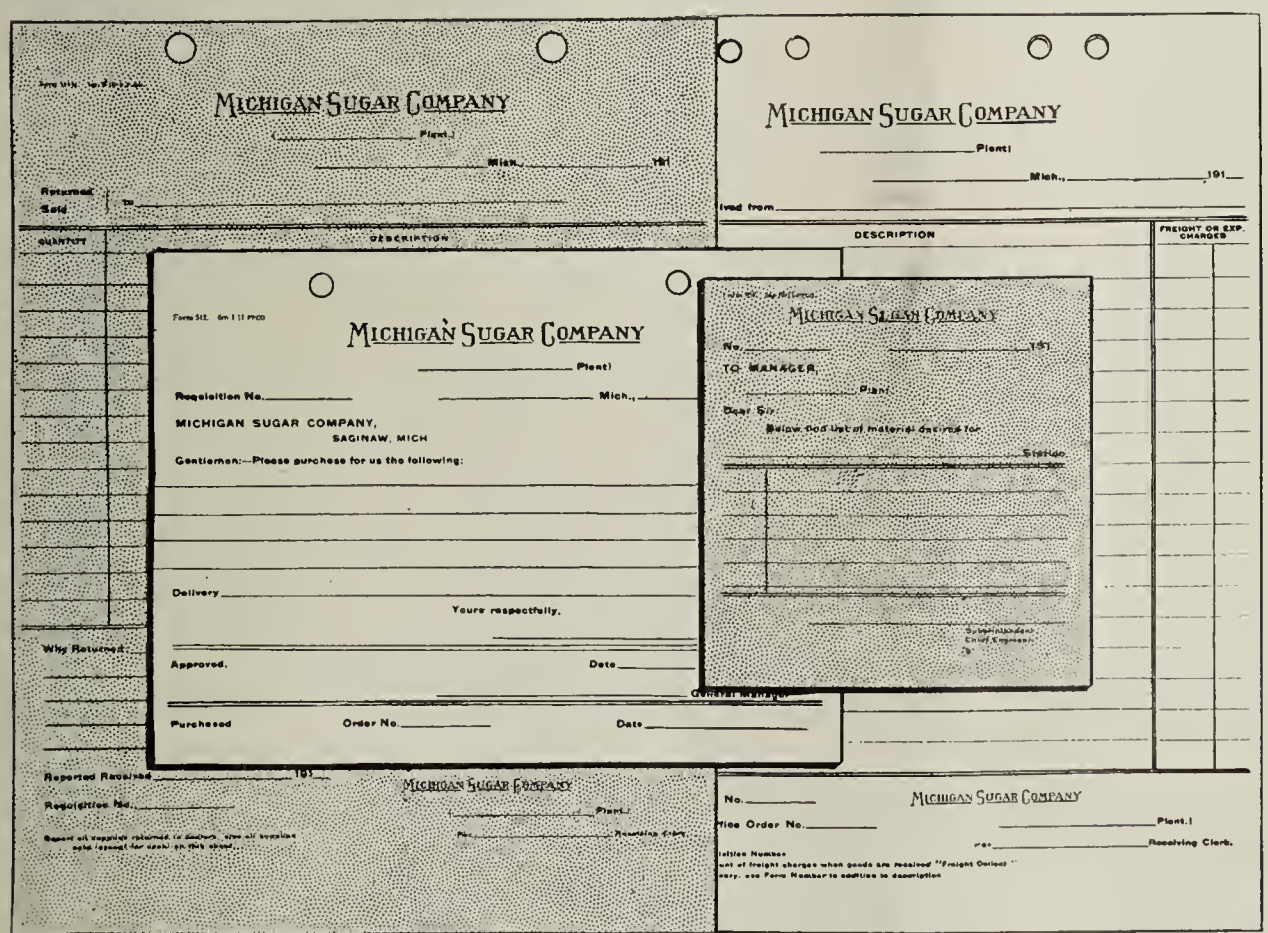
An Efficient Purchasing System Made Use of by a Large Sugar Company

By John Phelps

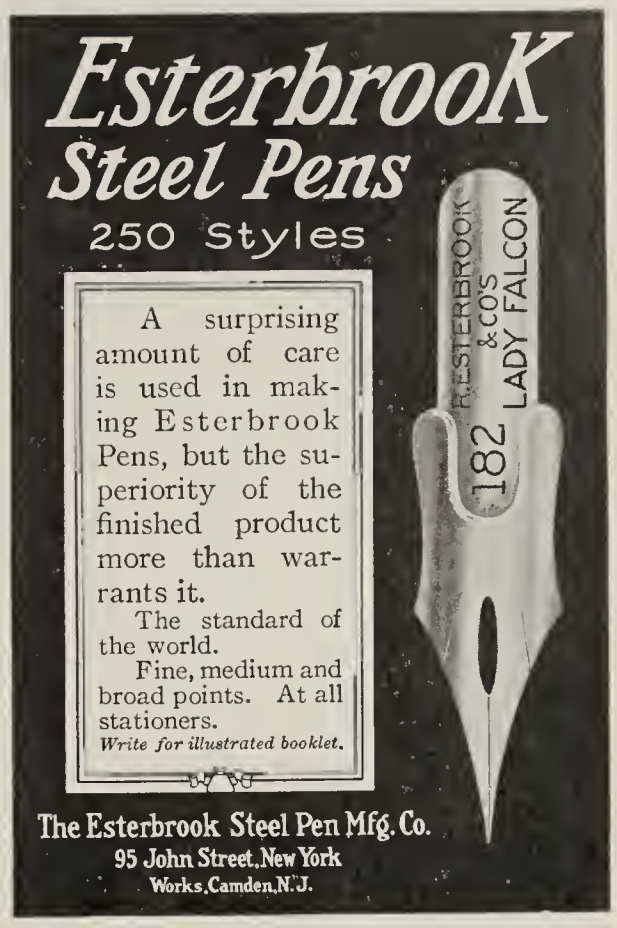
IN purchasing large quantities of materials and supplies for a number of factories or warehouses, owned and operated by a parent company, much confusion often arises, and the duplication of orders resulting therefrom sometimes leads to loss from overstocking. This is generally due to a want of an uniform and elastic system of keeping track of merchandise as it is received at the various factories or warehouses, and of reporting the receipts to the purchasing department. The inner methods of a five million dollar corporation, operating six large factories in the Sugar-bowl of Michigan, are taken as the basis of this article and are so simple yet complete, as to be easily applied by any number of different businesses.

In this efficient system all the buying for the six factories is done by one purchasing department, situated in the general offices of the company. One set of four very simple forms, three of which are made in duplicate by carbon interleaf, suffice to render the system elastic and free from irregularities. The initial order for all materials and supplies of whatever nature, originates with the factory superintendent, and is made out by the office clerk. This is a formal memorandum to the factory manager of the materials needed for the factory or branch weighing stations, of which there may be as many as thirty or more situated within a radius of as many miles. It is made out to show the order number, date, the station for which the material is needed, together with the quantity and description. This may include a variety of articles, from thousands of tons of coal or limestone, to barrels of engine oil, filtering paper, and supplies for the laboratory.

In the factory office the order is typewritten in the form of a requisition to the purchasing department. The form is made in duplicate on buff and salmon papers, and shows the name of factory, requisition number, and date at the top. There is ample space in the body of the form for numerous items, a full description of which is, of course, given, and the signature of the factory manager. At the bottom are spaces for the date and approval signature of the General Manager, without which nothing may be purchased, and the date, order number, and "O. K." of the purchas-



An alphabetical index of shippers is also kept with requisition numbers opposite their names for quick reference.



FREE Your full name in beautiful Gold Bronze letters, free, on our Genuine Morocco Bill-Fold and Wallet, size 4½ x 8½. It has a secret bill flap, with a very handsome indexed account book in the center. Our new electric machine enables us to stamp your name in full entirely Free of charge. We guarantee this Wallet to be genuine Morocco, worth $1.50 at retail anywhere.

Sent postpaid to any address for **$1.00**

Your address in gilt in addition to your name, 15 cents extra. Remember we guarantee our goods in every respect.

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The description of each volume is concise, but clear, and to the point. It leaves you in no doubt as to the character of the book described. By no means all of the books are published by us, but all are up to the recognized standard maintained in the publications of this company.

This list is absolutely free and is sent postpaid without strings or obligation. Our only request is that you write today, so as not to be disappointed should the inquiry come too late for this edition, which is almost exhausted.

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Everywhere—part or all time. Learn my methods—join me in my high-class business. Established 13 years—authorized capital $1,000,000. No experience needed—desk and complete business outfit free. Write today.—**W. M. OSTRANDER, Dept. G., 12 West 31st Street, New York City.**

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is the newest way to fasten paper or cloth and is also the best way. It is the only sure way of making your paper safe and secure.

This is but one of the many standard machines in the Acme line we have in stock. We will make a machine or staple for every specific use.

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Cleanses and beautifies the hair. Promotes a luxuriant growth. Never Fails to Restore Gray Hair to its Youthful Color. Prevents hair falling. 50c. and $1.00 at Druggists.

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Extra Ever-Ready Blades 10 for 50c. On sale everywhere or direct

American Safety Razor Co., Inc.
Herald Sq.
New York

ing agent. The original on buff paper goes to the Purchasing Department, while the duplicate is retained, as current or unfilled orders, and placed meanwhile in an open post binder file.

As the merchandise, which has been ordered by the purchasing agent, is received at the designated factory or weighing station, a report is made out by the factory office on the third form. This shows at the top the name of factory, date, and the name of shipper, and below, the quantity and description. At the bottom is carried the requisition number, and signature of receiving clerk for the plant. The original on yellow paper goes to the purchasing department, while the duplicate on blue paper is filed back of the requisition, of which it represents a part or whole of the quantity ordered. The majority of orders, however, especially those which call for enormous quantities to supply six busy factories, are filled piecemeal by the shippers, and a careful record is easily kept of each lot received by each factory.

When the original order is completed, or the full order received in one shipment, the requisition itself and the reports relating to it are transferred to a closed file, and the advantage in this method of keeping unfilled and incomplete orders separated from those which are filled, and "dead" as it were, is manifold as it relates to efficiency. It enables the factory office to know when the requisition is fully completed, and eliminates the chance of cutting or adding to the quantity originally called for. Circumstances might arise where it would be to the advantage of the shipper to cut the quantity of the original order, or perhaps, in the case of a dropping market, swell the last shipment. But if such tactics should be attempted with this system, the scheme would be discovered at once.

C.P.A. Questions and Answers

By R. J. Bennett C.P.A.

THE Smith Mfg. Co., the Jones Mfg. Co., and F. Macdonald, Inc., amalgamated their interests on January 1, 1909 and organize the Consolidated Mfg. Co., with an authorized capital stock of $2,000,000.00 divided into 20,000 shares, par value, $100.00. The individual balance sheets of each respective firm taken to represent the true and exact condition of affairs at that date are as follows and the agreement among the subscribers to the stock is also stated.

Smith Mfg. Co.

Plant and Machinery		$50,000.00	Mort. on plant (5% interest)	$25,000.00
Real Estate and Buildings		40,000.00	Bills Payable	14,000.00
Furniture and Equipment		20,000.00	Accounts Payable	24,000.00
Horses and trucks		10,000.00	Capital Stock	125,000.00
Raw Materials	$19,000.00		Surplus	15,000.00
Finished Goods	32,000.00			
Supplies	4,000.00			
		55,000.00		
Bills Receivable		9,000.00		
Accounts Receivable		12,000.00		
Cash		7,000.00		
		$203,000.00		$203,000.00

Jones Mfg. Co.

Plant, Equip. and Machy	$100,000.00	Mort. on bldgs	$100,000.00
Real Est. and Bldgs	250,000.00	Int. Acct. on Bldgs. Mort	1,125.00
Horses and Wagons	18,000.00	Bank Loans	14,500.00
Office Equip	2,000.00	Bills Payable	67,275.00
Inventory, Fin. Goods, etc.	118,000.00	Ac. Payable	47,100.00
Bills Rec	22,000.00	Dividends Payable	30,000.00
Ac. Rec	119,000.00	Capital Stock	300,000.00
Loans Rec	16,000.00	Surplus	87,000.00
Cash	30,000.00	Reserve for Depreciation	22,500.00
		Reserve for Bad Debts	5,500.00
	$675,000.00		$675,000.00

F. Macdonald, Inc.

Plant and Machy	$75,000.00	Ac. Payable	$111,000.00
Inventories	76,500.00	Capital Stock	150,000.00
Ac. Rec	82,500.00	Surplus	39,000.00
Cash	66,000.00		
	$300,000.00		$300,000.00

The average yearly net profits of each respective firm for a period of five years have been as follows:

Smith Mfg. Co	$19,020.00
Jones Mfg. Co	47,400.00
F. Macdonald, Inc	15,120.00
	$81,540.00

Of the total capitalization $1,600,000 to be issued to the incorporators for the properties and goodwill to be sold to the new company after the assumption of all liabilities of each respective firm, $400,000.00 to be offered for sale to the public.

Vendor firms to donate 1,000 shares treasury stock to be available as a bonus if necessary to the sale of the 4,000 shares as yet unissued.

The 15,000 shares issued and outstanding with vendors to be allocated among them as follows:

(A) Each vendor firm to receive an amount of stock equal to the net assets, including cash, of his firm.

(B) Each vendor firm to receive also additional stock equal to the capitalized net earnings of his respective firm, at 6%, after deducting from the amount to be capitalized 6% of original investment (capitalization).

(C) Such stock as is then unallotted to be divided between the vendor firms share and share alike.

The Consolidated Mfg. Co. continued operations for one year, at the end of which it showed profits of $190,000.00 before allowing for depreciation and before providing a reserve for possible bad debts.

It sold during the year the 4,000 shares of stock at par, giving as a bonus 400 shares of the treasury stock.

It also sold 500 additional shares of the treasury stock at $85.00 per share.

It is reported that the profits of $190,000 mentioned above were represented by an increase in cash $42,000.00, additional merchandise to the amount of $12,000.00, increase in accounts receivable $48,000.00, decrease in accounts payable $88,000.00.

You are asked to submit the following:

1. Closing entries for the books of Jones Mfg. Co.
2. Opening journal entries for the books of the Consildated Mfg. Co.
3. Journal entries to create from the profit of $190,000.00 a reserve for depreciation, and a reasonable reserve for bad debts. The amount in each case being your own estimate with reason.
4. Journal entries showing the declaration and payment of a 6% dividend.
5. Final balance sheet of the Consolidated Mfg. Co.
6. Statement showing the amount of stock that each vendor firm is to receive.

Answer and Comments

THIS excellent question has been handed to me for solution without advice as to what state examination it came from. The practice nowadays for business concerns, whether corporations or otherwise, is to combine their interests for mutual protection and advantage, and it behooves the student of

What "Spring-Needle" Means

To those who appreciate good underwear

Cooper's "Spring-Needle" machines make a fabric of the highest quality, much preferred and much more expensive than that made on the old latch needle machines. These "Spring-Needle" machines are slower in operation and require more expert operators than the latch needle machines. The fabric produced is necessarily more expensive than latch needle fabric—the yarns have to be of a better quality—the gauge properly filled, and other things that go to make the fabric more expensive but that expense is what makes Cooper's so good.

Cooper's "Spring-Needle" machines have revolutionized the underwear business. Latch needle goods cannot be compared at all with "Spring-Needle" goods. The "Spring-Needle" fabric is much superior in every way—more elasticity—better wearing—more comfortable and looks much better. There is absolutely no other make that can be compared with the genuine

Union Suits $1.50 to $5.00 per suit

Shirts and Drawers $1.00 to $3.00 per garment

Our Union Suits are all made with the Closed Crotch under Pat. 973,200 issued Oct. 18, 1910

COOPER'S REG. U.S. PAT. OFF.
Spring Needle Knit UNDERWEAR
CLOSED CROTCH

For we make the machines that make the "Spring-Needle" Fabric

The very high reputation obtained for Cooper's "Spring-Needle" knit underwear has caused some manufacturers to advertise "Spring-Needle" goods made on Cooper's "Spring-Needle" machines, when 90% of their output is from the latch needle machines. *This is not fair to us nor to the consumer.* The only safety for the purchaser is to insist on the proper Cooper label shown here. No other mark. No other sign; just this one and it's on all the genuine. We can't make *latch* needle goods because we have no *latch* needle machines and cannot make the mistake of occasionally placing a ticket on the wrong garment.

No one else in the world can make a fabric "just like" Cooper's. We make all grades and all good dealers carry them. It's worth while to try and get them.

COOPER'S REG. U.S. PAT. OFF. CLOSED CROTCH PAT. OCT. 18, 1910. UNION SUITS

COOPER MANUFACTURING CO.
BENNINGTON, VT. A. J COOPER, Pres.

BENNINGTON, VT.

The Auto-Desk Companion

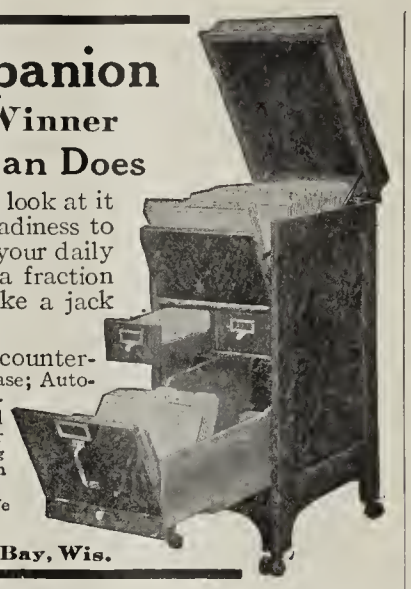
Our Latest Success and A Winner

You Need One. Every Office Man Does

An innocent looking object when closed, but just look at it when open—with its enormous expansion; its readiness to show you all it contains so that you may have your daily labors conveniently arranged and disposed of in a fraction of the usual time, and when through shut it up like a jack knife and set it aside.

Exclusive Features—Top filing receptacle with counter-balanced hinged cover, security latch support with easy release; Automatic drop front and throw back device; sliding follower and removable guide rod. Fitted below with card index or other drawers and the AUTOMATIC VERTICLE FILE DRAWER, the same as used in our regular filing cabinets, and guaranteed to be the superior of all vertical file drawers. Complete locking device, double wheel casters, highest grade and finish of Quarter-sawed Oak and Mahogany in letter and cap sizes.

If our line is not kept in stock by your dealer write us for catalog and direct mail order proposition. We guarantee a better Filing Cabinet for less money and prove it.



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EMPLOYEES' MINUTE TIME RECORDING CLOCK

"JUST OUT, THE BEST EVER"

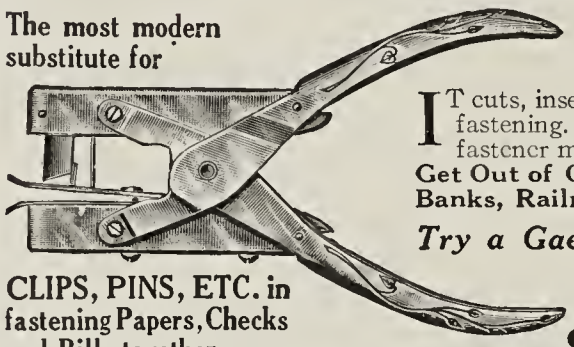
FOLLETT TIME RECORDING CO. 670 HUDSON STREET NEW YORK CITY

EVERYONE IN THE OFFICE NEEDS

Gaertner's "No-Clip" Paper Fastener

ON THEIR DESK

The most modern substitute for



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Used Like a Ticket Punch

IT cuts, inserts and folds paper automatically, making its own fastening. The most simple, practical and efficient paper fastener made. All metal, finished in nickel. **Nothing to Get Out of Order. Every Business Office requires several. Banks, Railroads, Bookkeepers and Stenographers.**

Try a Gaertner's "No-Clip" Paper Fastener in your Office at Our Entire Risk

It must prove to you that it **"Clips Your Papers, Clips Your Expenses," Saves Time and Money,** or it comes back to us at our expense.

Introductory Price: $2.10 Prepaid Anywhere.

TERMS—Cash with order. Personal checks must be certified. Samples sent only on receipt of $2.10; none free. All orders filled promptly.

Sales Agents Wanted—We still have some unoccupied territory for which we need representatives. If your territory is not yet engaged, we offer you the opportunity to establish a really profitable selling agency. We grant exclusive selling rights and refer all orders to local representatives. ***Our proposition mailed FREE.***

BUSINESS MEN should write for our latest literature on time saving office specialties.

MAIL ORDER MEN—"No-Clip" Paper Fasteners sell all the year round. Circulars furnished free. Get busy and make some extra money. Write us today.

GAERTNER MANUFACTURING CO., ST. LOUIS, U. S. A.

Delays Pay No Dividends! GAERTNER'S "NO-CLIP" FASTENERS DO.

accountancy to study the methods of procedure back of and underlying such mergers and combinations. Of course the laws of the various states are not uniform in respect to mergers and holding companies, and because of this fact the accountant concerned with such matters must first of all familiarize himself with the statutory requirements of the state wherein the companies are located and where the combine is to conduct operations. Indeed the student should familiarize himself with the corporation laws of his own state and then adapt the details of this solution to them. In doing so, it may be found advisable to alter the plans that I have outlined in order to comply with state requirements.

It will be seen that the three corporations merge their interests and become a single operating company under the name of "Consolidated Manufacturing Company." We are not told whether or not the three plants are to continue operations as before nor which one, if any, is to be the main plant or home office. The home office may be located in one of the plants or be in a different locality entirely. It would seem unwise to close down any plant which has heretofore been returning a fair dividend on the investment, and we can only assume that all are to be continued in operation as branches of the consolidated company. I assume of course that the capital stock of each separate company has been cancelled and the charter forfeited to the state. In doing this, certain legal steps and requirements must be followed in order to legalize both the dissolution of the separate companies and the incorporation of the new company. In allotting shares of the new company to the stockholders of the merging company, each stockholder will receive new stock in exchange for the old in the proportion shown in the statement herewith.

(Comments Continued on Page 303.)

Disposition of Capital Stock

Statement showing the manner of dividing the $2,000,000 of Capital Stock of the New Company.

Disposition under	Shares	Amount
A		
For Net Assets	7,160	$716,000.00
B		
For Capitalized Profits	7,840	784,000.00
C		
Division of remaining 1000 shares	1,000	100,000.00
Total issued to vendor companies	16,000	$1,600,000.00
Sold to Public	4,000	400,000.00
Total Capital	20,000	$2,000,000.00

NOTE—Shares issued to vendors for goodwill, 8840, of which 1000 shares are donated to the company. This leaves them with $1,500,000, or 15,000 shares.

Allotment of Stock in New Company

Company	Shares	Amount	No. shares new Co. for one of old.
Smith Co.	3,320	332,000	2 and 82–125ths
Jones Co.	8,770	877,000	2 and 277–300ths
Macdonald	2,910	291,000	1 and 47–50ths
Total	15,000	$1,500,000	

Requirement 1

Closing Entries for the books of the Jones Manufacturing Company

January 1, 1909

All the assets, including goodwill and liabilities of this Company are transferred as of this date to the Consolidated Manufacturing Company, under agreement. The Capital Stock of the Consolidated Manufacturing Company received under the agreement is distributed pro rata to the Stockholders of this Company, except that 334 shares are donated to said Consolidated Company. The Capital Stock of this Company is surrendered and cancelled. This Company pays to its stockholders in cash the dividend of ten per cent on its capital stock, already declared.

(1) **Consolidated Manufacturing Company to Sundries**		$645,000.00
For sundry assets transferred to them, as follows:		
Plant, equipment and machinery	$100,000.00	
Real estate and bldgs.	250,000.00	
Horses and wagons	18,000.00	
Office equipment	2,000.00	
Inventory, finished goods, etc.	118,000.00	
Bills receivable	22,000.00	
Accounts receivable	119,000.00	
Loans receivable	16,000.00	

(2) **Sundries to Consolidated Manufacturing Company**..... 258,000 00

For sundry liabilities assumed by them as follows:

Mortgage on bldgs...	100,000.00	
Interest account on building mortgage	1,125.00	
Bank loans.....	14,500.00	
Bills payable.....	67,275.00	
Accounts payable....	47,100.00	
Reserve for depreciation.....	22,500.00	
Reserve for bad debts	5,500.00	

(3) **Consolidated Manufacturing Company Stock**

To Consolidated Manufacturing Company..... 910,400.00

For 9104 shares of the capital stock of the Consolidated Manufacturing Company at the par value of $100, issued to this Company.

(4) **Consolidated Mfg. Co. To Surplus** 523,400.00

To close the former account, this amount being excess capital stock of the Consolidated Manufacturing Company over net assets transferred to them as per above entries, and represents value of goodwill contemplated in the agreement as per accompanying statement.

(5) **Dividend**..... 30,000.00
To Cash..... 30,000.00

For dividend declared....paid in cash this date as per checks Nos. .... to .... on the ....National Bank.

(6) **Surplus**..... 33,400.00
To Consolidated Manufacturing Co. Stock..... 33,400.00

For 334 shares of the latter stock donated to the Consolidated Manufacturing Company under agreement.

(7) **Capital Stock**..... 300,000.00
To Sundry Stockholders..... 300,000.00

For full amount of the capital stock of this Company surrendered by stockholders and cancelled.

(8) **Surplus**..... 577,000.00
To Sundry Stockholders..... 577,000.00

To close Surplus account with the purpose of distributing same to stockholders.

(9) **Sundry Stockholders** 877,000.00
To Consolidated Mfg. Co. Stock.... 877,000.00

For 8770 shares of the latter stock, at the par value of $100 per share, distributed pro rata to the former stockholders of this Company.

Requirement 2

Opening Journal Entries for the Books of the Consolidated Manufacturing Company.

January 1, 1909

(1) **Sundries to Sundry Vendors**..... $2,032,000.00

For sundry assets transferred to this Company in pursuance of an agreement dated..... by and between the Smith Manufacturing Company, the Jones Manufacturing Company, and F. Macdonald, Inc., whereby their respective interests are amalgamated as of this date, the consideration for such assets and goodwill, less liabilities assumed by this Company, being 16,000 shares of the capital stock of this Company, at the par value of $100 per share. The following entries are made to open the books of this Company.

	Smith	Jones	Macdonald	
Plant and Machinery.....	50,000	100,000	75,000	225,000.00
Real Estate and Buildings.....	40,000	250,000		290,000.00
Furniture and Fixtures.....	20,000	2,000		22,000.00
Horses and Wagons.....	10,000	18,000		28,000.00
Inventories.....	55,000	118,000	76,500	249,500.00
Bills Receivable.....	9,000	22,000		31,000.00
Accounts Receivable.....	12,000	119,000	82,500	213,500.00
Loans Receivable.....		16,000		16,000.00
Cash.....	7,000		66,000	73,000.00
Goodwill.....	225,300	523,400	135,300	884,000.00

(2) **Sundry Vendors to Sundries**..... $432,000.00

For sundry liabilities assumed by this Company under agreement referred to in the previous entry.

	Smith	Jones	Macdonald	
Mortgages Payable.....	25,000	100,000		125,000.00
Bills Payable.....	14,000	67,275		81,275.00
Accounts Payable.....	24,000	47,100	111,000	182,100.00
Bank Loans.....		14,500		14,500.00
Mortgage Interest Payable.....		1,125		1,125.00
Reserve for Depreciation.....		22,500		22,500.00
Reserve for Bad Debts.....		5,500		5,500.00

(3) **Sundries to Capital Stock**..... 2,000,000.00

For authorized capital stock of this Company, namely 20,000 shares at the par value of $100 per share allotted as follows:

Sundry Vendors..... $1,600,000.00

Issued to Smith Manufacturing Co.....3653 shares
Jones Manufacturing Co.....9104 shares
F. Macdonald, Inc.....3243 shares

Total.....16000 shares

Unsubscribed Capital Stock..... 400,000.00

For 4000 shares unsubscribed and unissued.

(4) **Treasury Stock**..... 100,000.00
To Working Capital..... 100,000.00

For Capital stock donated to the Company as follows:

Smith Manufacturing Company..... 333 shares
Jones Manufacturing Company..... 334 shares
F. Macdonald, Inc..... 333 shares

Total.....1000 shares

(5) **Cash**..... 400,000.00
To Unsubscribed Capital Stock..... 400,000.00

For 4000 shares sold at par for cash.

(6) **Working Capital**..... 40,000.00
To Treasury Stock..... 40,000.00

For 400 shares of capital stock held in the treasury given as a bonus with the above sale of stock.

(7) **Sundries to Treasury Stock**..... 50,000.00
Cash..... 42,500.00
Working Capital..... 7,500.00

For 500 shares of capital stock held in the treasury sold at $85 per share. $15 discount per share charged to working capital

To the Man with a Ventilating Problem

You remember what hot weather meant last summer—stifling rooms full of bad air, dulled brains, lagging hands, part of your office or factory unusable during the summer months.

You can stop all this at once and forever by installing the

Sturtevant
(REG. U. S. PAT. OFF.)

Ventilating Fans

Even where conditions are worst these fans will keep a room full of fresh pure air all summer, either forcing out the bad air or blowing in a steady cool stream from outdoors.

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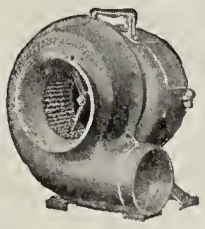
Booklet No. B P 5 describes these Fans



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Requirement 3

Journal Entries to create Reserves for Depreciation and Bad Debts. Also to show the Declaration and Payment of a Six per cent Dividend.

December 31, 1909.

(8) **Profit and Loss to Sundries**		$33,630.00	
Reserve for Depreciation			28,400.00
To reserve: 8% on plant and machinery	$18,000.00		
1% on real estate and buildings	2,900.00		
15% on furniture and fixtures	3,300.00		
15% on horses and wagons	4,200.00		
Reserve for Bad Debts			5,230.00
To reserve: 2% against accounts receivable.			
(9) **Profit and Loss**		156,370.00	
To Surplus			156,370.00
To transfer balance remaining in the former account, being net gain for the year after providing reserves as per preceding entry.			

Requirement 4—Declaration of Dividend.

(10) **Surplus**	119,400.00	
To Dividend Account		119,400.00
For dividend of 6% declared by the Board of Directors on $1,990,000 of capital stock outstanding, payable forthwith.		
(11) **Dividend Account**	119,400.00	
To Cash		119,400.00
For payment of above dividend in cash.		

Requirement 5

Consolidated Manufacturing Company
Balance Sheet as of December 31, 1910.

ASSETS

Current Assets:		
Cash	$438,700.00	
Bills Receivable	31,000.00	
Accounts Receivable	261,500.00	
Loans Receivable	16,000.00	
Total	$747,200.00	
Inventories	261,500.00	
		$1,008,700.00
Fixed Assets:		
Real Estate and Buildings	290,000.00	
Plant and Machinery	225,000.00	
Furniture and Fixtures	22,000.00	
Horses and Wagons	28,000.00	
		565,000.00
Goodwill		884,000.00
Treasury Stock		10,000.00
Total Assets		$2,467,700.00

LIABILITIES AND CAPITAL

Current Liabilities:		
Bills Payable	$81,275.00	
Accounts Payable	94,100.00	
Bank Loans	14,500.00	
Mortgage Interest Payable	1,125.00	
		191,000.00
Fixed Liabilities:		
Mortgage Payable		125,000.00
Reserves:		
Reserve for Depreciation	$50,900.00	
Reserve for Bad Debts	10,730.00	61,630.00
Total Liabilities		$377,630.00
Excess of Assets as follows:		
Capital Stock	$2,000,000.00	
Donated Surplus	52,500.00	
Surplus	37,570.00	2,090,070.00
Total Liabilities and Capital		$2 467 700.00

Requirement 6

Determining Apportionment of Stock to Vendors

The allotment of stock to vendors based on the net assets, plus capitalization of net profits after allowing 6% on investment, plus 1-3 of unalloted stock to each.

Items	Smith Mfg. Co.	Jones Mfg. Co.	F. Macdonald Inc.	Combined
Average Net Profits	$19,020.00	47,400.00	$15,120.00	$81,540.00
Less 6% of original Capital	7,500.00	18,000.00	9,000.00	34,500.00
Profits to be capitalized on a 6% basis	$11,520.00	$29,400.00	$6,120.00	$47,040.00
Goodwill, or Capitalized Profits	$192,000.00	$490,000.00	$102,000.00	$784,000.00
Add Net Assets	140,000.00	387,000.00	189,000.00	716,000.00
	$332,000.00	$877,000.00	$291,000.00	$1,500,000.00
Remaining 1000 Shares divided equally	33,300.00	33,400.00	33,300.00	100,000.00
Total	$365,300.00	$910,400.00	$324,300.00	$1,600,000.00

(Comments Continued)

The donation of stock back to the company is a common practice and such donated stock is known as "Treasury Stock" or as "Donated Stock," and it may be either given away or resold at any price decided upon without subsequent liability to the holders thereof. The stock given away is known as "Bonus Stock," and should be charged to profit and loss and spread over a term of three or four years. In this case it is entered as an offset against Working Capital which account was credited at the time of donation. The discount on treasury stock disposed of may also be charged to Working Capital. An examination of the journal entries herewith will show the steps in opening the books of the new company and in closing the books of the Jones Manufacturing Company. A similar procedure is necessary in closing the books of the other two companies, which of course must take place at the time transfers are made. Each of the old companies may continue to keep books as a branch house and make reports accordingly to the head office either daily, weekly or monthly in accordance with the accounting system in use.

The capitalization of the new company is $2,000,000 and $1,600,000 of this amount is allotted to the old companies in accordance with instructions. A summary of this adjustment is given herewith and should be studied with care. After deducting 6% of the former capital from average profits we divide the result by 6% in order to get a capitalization. This capitalization is considered Goodwill, and also the additional $100,000 divided among the three former corporations share and share alike. I take this to mean that each company is to get one-third. In adjusting the profits of $190,000, it is necessary first to set aside a sufficient amount for the reserves as shown in the statement herewith. Arbitrary selections have been made and the amounts might even have been more or less. The reserve for bad debts is taken at 2% since the reserve already amounted to $5,500. It now amounts to $10,730 and equivalent to something over 4% on the oustanding accounts. This should be sufficient to cover all losses in making collections.

In making opening entries on the new books a different procedure might even be followed. The assets and liabilities of each company may be brought into the books of the new company separately, if desired, and not collectively as I have shown herewith. It is good practice to make up a complete Consolidated Balance Sheet of the assets and liabilities of the old companies before they are entered on the new books. After that is done it is an easy matter to enter

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They are not thin, nervous, and lacking in vital force; they are not wanting in that substantial backing that can only come from a physique fortified for any task requiring confidence and reserve strength.

There is a positive adjustment of that interdependence of good mind and good body.

The beauty of perfect health and perfect physical development is irresistibly attractive—everybody admires it, many envy it and all strive for it.

Wouldn't you like to be every inch a man or a woman—to have the steady nerves and faculty of accomplishment associated with normal weight and physical charm?

Sargol is the new regenerative force for thin, nervous people. It works on the assumption that people are thin because their food is not properly assimilated, because they can not or do not retain and absorb the valuable flesh-forming elements in the food they eat. Sargol is used to stop this grevious waste of nourishment—to nourish the blood and strengthen the nerves so that food, fats and muscle-building protein can be readily absorbed and ***millions of new flesh-forming cells*** may be directed into their proper channels and hurried by the blood to all parts of the body, rounding out and developing the body to its normal, beautiful proportions.

Physicians and other well-known people endorse Sargol. Just read the letters herewith.

Cincinnati, Feb., 1911.

At the time I first heard of Sargol, I was much run down from the constant daily and nightly strain attendant upon my arduous professional work. I have taken Sargol but a month and already my many friends have marveled at the splendid change that has been wrought in my appearance. Very sincerely,

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After an exhaustive analysis of samples I found they contain no Morphine, Opium, Cocaine, Mercury, nor any Narcotic or Poisonous ingredients. In my opinion Sargol contains the best elements to accomplish what is claimed for it. Sargol is a superior preparation. I recommend Sargol as a safe Vitalizer and Flesh Builder.
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M. D. Sc. D., Ph.D.,
Consulting Chemist, Diploma from 'Ecole de Medicine, Paris

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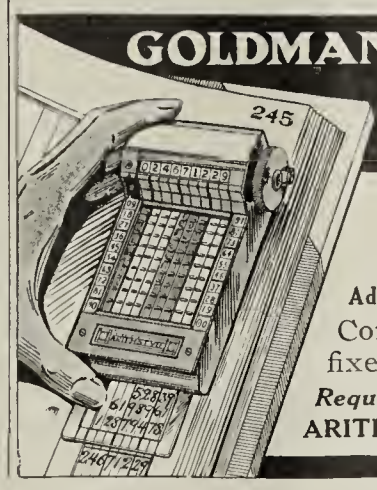

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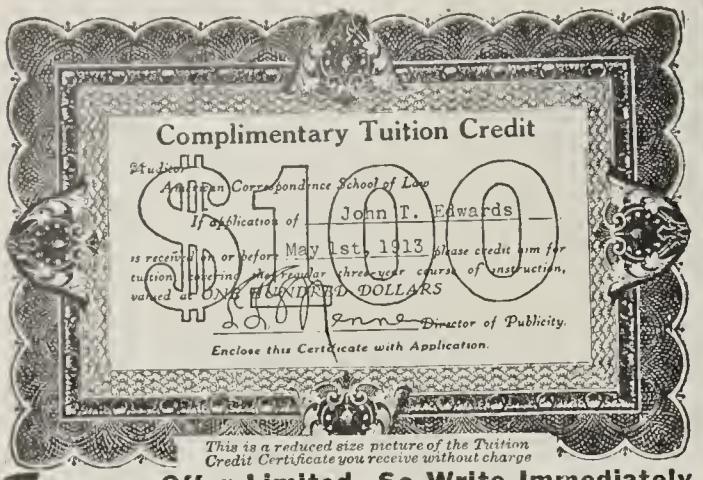

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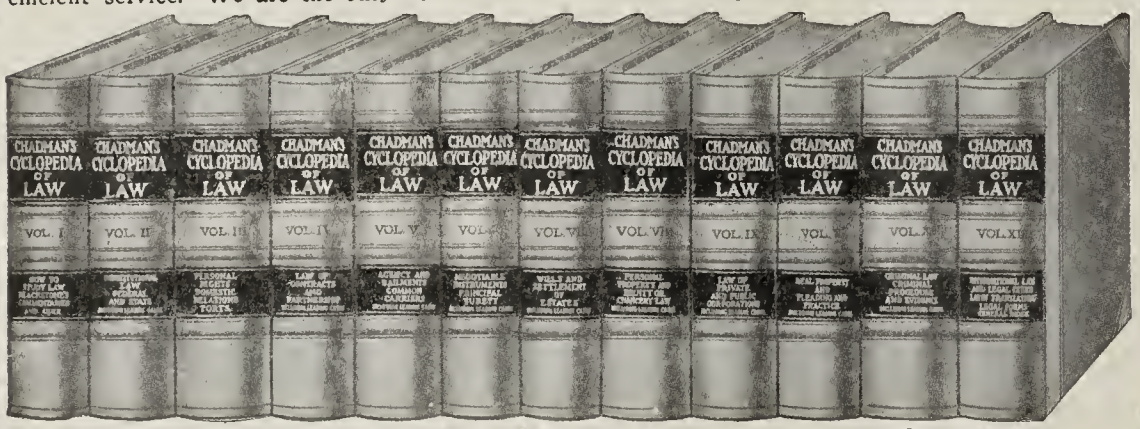

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them in totals as illustrated. As an alternative, we might say that each company turns over its entire plant, etc., in payment of the stock allotted to it, at which time a separate entry should be made. That is good practice. Such assets and liabilities are in payment of subscriptions and it may be reasonably contended, should be entered separately and not in conjunction with the accounts of other companies. In the end like results are obtained though the reader may use his own judgment in deciding upon the method that he should follow. The balance sheet as at the end of the year is shown herewith with the additions and deductions suggested. It is assumed that the dividend of the Jones Company was paid off in cash before any transfers were made. It may be carried into the books of the new company if desired and then paid without altering the results in any way. The new dividend does not include treasury stock. Since this stock is held by a trustee a dividend could be paid to him, but it would immediately be returned to the company and credited to Surplus. Nothing would be gained by such payment. It will be noted that the journal entries differ slightly from those used in my previous illustration of mergers. This simply emphasizes the fact that different plans of setting up entries are in vogue. Instead of placing the reserves among the liabilities, they may be deducted from the assets against which they apply.

It will be seen that the Goodwill of the respective companies is determined by capitalizing the net average on a 6% basis after deducting 6% of the original investment. To this is added $100,000 for unallotted stock which has been divided equally among the three concerns, which stock has been donated back to the company to provide working funds. The stockholders of each company will have to adjust stock allotments according to their respective holdings, since fractional parts of new shares are receivable in exchange for the old. Even shares will no doubt be issued and then money payments made to equalize amounts. The accountant usually prepares a report or letter for presentation to his client along with the statements and exhibits.

High Speed in Finance.

In a New York banker's office recently a door opened, a head stuck itself quickly in and a voice demanded:

"Quarter?"

"Yep," he bank president replied.

"Month?"

"Yep."

"Four half?"

"No five."

"Right," and the head withdrew.

"What kind of a cipher is this you are talking?" asked a caller.

"No cipher at all," the banker replied. "That was one of Chicago's leading financiers, and I have just arranged to lend him $250,000 for a month at 5 per cent."

Sending BUSINESS MISSIONARIES to CHINA

How the Los Angeles Chamber of Commerce is Stimulating the Demand for American Products

By Charlton L. Edholm

THE Chinese Chamber of Commerce at Los Angeles, California, is preparing to send a number of young and alert Chinese as "trade missionaries" to the new republic. These men are very far from our preconceived idea of "John Chinaman," as a glance at the photograph on this page will indicate, and there is a very strong resemblance between the old members of the Chinese Chamber of Commerce and the self-made men so familiar in America.

The younger generation among the Chinese business men of California compare favorably with our own young fellows of the same age and are as well informed, efficient and correct in appearance as the average American. Their headquarters are not in "Chinatown," but they occupy a suite in one of the modern office buildings.

They are enterprising, alert and modern object lessons of American education, customs and manner.

The work that is being assigned to these "trade missionaries" is of far more importance to American manufacturers and merchants than is generally realized. In fact, the astounding progress made by Japan within the few decades is a good example of the changes that are now taking place.

After throwing off the yoke of the Manchu Dynasty, the Chinaman sought to re-

lieve himself of every symbol of his former bondage. The queue disappeared, the characteristic flowing raiment is rapidly going and the medieval Chinese cities are planning modern sanitary systems, electric car lines and all other features of American cities. This means a demand, and a constantly growing demand, for American products and manufactured goods.

A single example, which is slight but picturesque, shows the modern tendency. With the shearing of the Chinese queue a change in head wear became imperative. The old-fashioned round cap was shaped to allow for the queue and when that disappeared there was an immediate demand for caps that would fit their cropped heads. The golf cap seemed the most suitable and it was eagerly adopted. Just about the time the shearing process was beginning a prominent Chinese man of affairs sent word to various American wholesalers that there was a golden opportunity in supplying golf caps to the Chinese. He was laughed at. If he had suggested golf sticks and balls there could have been no greater derision on the part of our supposed wide-awake citizens.

What happened? Why some Japanese manufacturers grasped the opportunity, sent over to this country for a dozen models and turned out thousands of golf caps for the Chinese trade. It is claimed that they disposed of 70,000 within a few weeks. This is just a trifle, of course, but it shows conditions in the new republic.

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Are you "trying to make both ends meet" on a small, unsatisfactory salary? Are you one of the thousands of energetic, capable men whose days are spent in work not suited to their natural talents?

Then read this great offer of the ***American School of Correspondence,*** a school in every sense of the word—chartered under the same laws as your state university.

The ***American School*** offers to bring the training you need right into your own home—advise you what studies to take up to increase your present salary—show you how you can prepare yourself for a better job. After you become one of our students we'll keep on advising and coaching you—then if you can't get a better job yourself, we'll get one for you. Isn't this a wonderful offer? Don't you think it worth while to try?

Then sign the coupon ***now***—get our complete bulletin free of charge. Even if you don't take a course right away it will pay you to write and find out how much we can help you—how easy it is to get the training and how little it will cost.

American School of Correspondence. Chicago. U.S.A.

Your Opportunity Coupon

Check the course you want and mail the coupon now

American School of Correspondence, Chicago, U. S. A.
Please send me your Bulletin and advise me how I can qualify for the position marked "X." Bus. 5-13

....Electrical Engineer	....Lawyer
....Elec. Light & Power Supt.	....Bookkeeper
....Electrical Wireman	....Stenographer
....Telephone Expert	....Private Secretary
....Architect	....Accountant
....Building Contractor	....Cost Accountant
....Architectural Draftsman	....Cert'f'd Public Acc'nt
....Structural Engineer	....Auditor
....Concrete Engineer	....Business Manager
....Civil Engineer	....Fire Ins. Inspector
....Surveyor	....Fire Ins. Adjustor
....Mechanical Engineer	....Fire Ins. Expert
....Mechanical Draftsman	....Moving Picture Op'r
....Steam Engineer	....Sanitary Engineer
....Municipal Engineer	....Reclamation Eng'r
....Gas Engine Engineer	....Textile Boss
....Automobile Mechanician	College Preparatory

NAME .....

ADDRESS .....

Salesman or Sales Manager!

Whether you are a salesman or a sales-manager, a general manager an officer or a director of your company, you should be represented by a good card —**THE BEST CARD**

PEERLESS PATENT BOOK FORM CARD

That they are the best, admits of no discussion. The best men everywhere use them. If you don't it is only because you have not examined them. They are always carried together and they carry conviction. They are always smooth edged when you detach them, and they are always clean and flat. They leave nothing to be desired, however fastidious the taste, or severely critical the judgment.

Send today for sample tab and detach the cards one by one---satisfy yourself as to what others universally call best.

SEND TODAY

Appearance of our neat card in case

THE JOHN B. WIGGINS COMPANY

Engravers Die Embossers Plate Printers

60-62 East Adams Street CHICAGO, ILL.

$8,000 to $10,000
YEARLY

Make Money Out of Others' Fun

Pleasing the Public Pays Big Profits and owners of our famous attractions frequently make from $8,000 to $10,000 every year. We make everything in the Riding Gallery line from a hand-power Merry-Go-Round to the highest grade Carousselles. Bring in hundreds of dollars daily. It is a delightful, attractive, big paying, healthful business. Just the thing for the man who can't stand indoor work, or is not fit for heavy work.

Just the business for the man who has some money and wants to invest it to the best advantage. Our goods are the finest appearing, easiest running, and most attractive line manufactured. They are simple in construction and require no special knowledge to operate. If you want to get into a money-making business write today for catalog and particulars.

HERSCHELL-SPILLMAN CO.
Park Amusement Outfitters
616 Sweeney Street, N. Tonawanda, N. Y., U. S. A.

Greatest Premium of the Day

Give your customers these GENUINE RUBBER TIRE FOBS and you will clinch their loyalty for 1913. This wonderful little fob is the greatest boon to business yet discovered. Let us figure with you how to use it to bring you a rich reward of orders for next year. Our experience is yours for the asking. We know how others have increased their business—and we will gladly show you how you can boost your business in the same way. Write today for free particulars, quantity discounts, etc. AGENTS WANTED—Write at once for territory and complete catalog of our novelties.

THE OAKLAND ADVERTISING COMPANY
Dept. C Akron, Ohio

Ruby FREE

To introduce our **Genuine Maztec Gem** (U. S. Letters Patent)—the **only** satisfactory substitute for the diamond that stands all tests and has *permanent* dazzling brilliancy, we make this *special offer:*

If you will mention this advertisement and send us 5 two-cent stamps for our beautiful Art Catalog "The Story of the Maztec Gem," we will send you *free* with catalog a *genuine* uncut Navajo Ruby (sells at 50c,) bought by us from Navajo Indians, together with a cost-price offer for cutting and mounting.

Write today: FRANCIS E. LESTER COMPANY
Dept. 63G, Mesilla Park, N. Mex.

ACCOUNTANCY
C. P. A. Mail Course

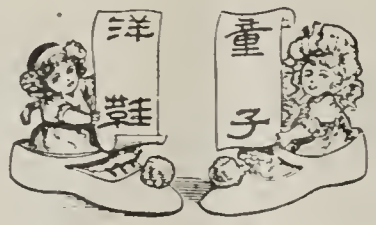
THE demand for competent accountants was never so great as today, and men of ability will find public accounting a most pleasant and profitable profession to enter. Accountants make from $10 to $50 per day of not more than 8 hours.

The Bennett Accountancy Course

has been prepared with great care to provide a scientific course of instruction which will prepare candidates for C. P. A. Examination in any State and for successful practice as expert accountants. Spare time and a small outlay of money are required of students, in return for which we give our careful personal attention and first-class instruction.

The author of this course is now conducting the C. P. A. Questions and Answers in this magazine, and it is in charge of a recognized Accountancy Course in preparation for C. P. A. Examinations, in the Central Association Institute, Philadelphia. Send for full information.

R. J. BENNETT, C. P. A.
1419 Arch Street - Philadelphia, Pa.



此小童洋皮鞋係在英國祖家選用綜色軟皮製造大小皆備以價探擇鞋內蓋有本行字號為記

Hong Kong newspaper advertisements clipped from a British trade journal.

男靴

此靴在廣花挑皮等造巧料選超名旗並對值從廉價每裝盒壹有牌本行為記

The demand for American clothes, shoes, tools, farm implements, in fact all those things which form the staples of American trade will steadily increase and it seems as if the American manufacturer is facing a rare opportunity.

The Chinese are prone to discourage Japanese commercial aggression and encourage the advances of the Americans. The hostility toward the Japanese dating from the late war explains this, while the friendliness toward the Americans is partly accounted for by our nation's generous act in returning the Boxer indemnity some years ago—a matter of some millions of dollars which were sorely needed by the Chinese at that time.

This friendly feeling does not mean that we will be without business rivals, for it has been the policy of the Chinese government of late to send the sons of nobles and wealthy merchants, not only to the universities of this country, but to those of the leading European countries as well. These young men return with the most advanced ideas gathered from various sources. Those from France or Germany will, of course, be enthusiastic for French or German methods, while those who were educated at Yale and Harvard will be quite as strong for American ways.

These students receive this training on the condition that they shall serve the Chinese government for at least two years, and this results in a very cosmopolitan and highly advanced set of government officials, perhaps the most progressive to be found anywhere.

In sending "trade missionaries" to China this Los Angeles association of business men makes an effort to secure for this country as much of the profitable Chinese trade as possible. The young men who go abroad are enterprising, alert and modern object lessons regarding the value of American education, customs, costumes and manners. In addition to the personal work which they will do, this organization maintains a press bureau which supplies weekly news letters to hundreds of Chinese newspapers. They are written in English, a language which is making headway in China, and are translated into the various dialects, and published regularly. They describe American ways of doing things

The old methods which this picture represents are rapidly passing.

A company has been organized to replace "riksha" in Canton with an electric street railway system.

and will go far toward stimulating the demand for American products. In addition to this service the writers supply news items to American newspapers, especially those having bearing upon commercial openings.

Chinese children of yesterday and today. A little girl in trousers and stilt shoes stands beside one in American garb.

An important feature of their work is the furnishing of free translations for the benefit of the Chinese and American business men, thus removing one of the greatest barriers to trade relations.

There are about three thousand Chinese in Los Angeles and approximately five thousand more in Southern California, a large proportion of whom are well-to-do, while many of them are wealthy men holding gilt-edge real estate and engaged in commerce on a large scale.

They are shrewd and progressive business men and the work that they are doing through the organization indicates remarkable foresight.

Dining rooms are equipped with clean tables and decorated with potted plants.

Make Money Fast
IN THE MAIL ORDER BUSINESS

MY FREE BOOK SHOWS YOU HOW TO WIN

With an Idea and a Capital of Only One Hundred Dollars I Built a Business that Brought Me SIX HUNDRED AND FIFTY THOUSAND DOLLARS in Eighteen Months Selling Merchandise by Mail. LET ME SHOW YOU HOW.

The New Parcels Post Means Millions to Mail Order People

Extraordinary Opportunity!

Through my co-operative plan and in addition to the MAIL ORDER BUSINESS of your own I give you a chance to

Make $300 a Month

without capital. Nothing to buy. Nothing to sell. No canvassing. Very easy and delightful. You can start day you hear from me.

W. C. CUNNINGHAM
America's Mail Order Wizard
President of the Mail Order School

I make you win!

I dare you to let me start you to quick money making.

I want to help men and women to success. My own success has caused me to be called "The Wizard of the Mail Order Field." I KNOW what others MUST KNOW to succeed. **MY FREE BOOK TELLS HOW TO GET A BUSINESS OF YOUR OWN.**

If you are one of the thousands of slaves of the pay-check, grinding away the best years of your life for some other man's profit, let me show you how, while you are still earning a salary and with very small capital, you can embark in a business that will free you forever from the grinding, body-racking wage slavery. I will supply you a carefully devised, elaborately worked out and completely equipped set of 20 plans to select from and embark on. I will explain everything to you from basic idea to full operation. The whole mail order plan will be supplied you. It is the most complete, thorough and invincible instruction possible, each plan capable of earning you a splendid income. **A FEW DOLLARS STARTS YOU AT ONCE.**

I show you how to make the start with just a few dollars, and the postman will soon wear a path to your door laden with letters and orders for the things that I show you how to sell.

Even a ten-dollar bill will start you right into making money with the plans I supply you, and with half of your profits from first orders put back into increasing your business you can make your business grow into large proportions quickly. The mail order business is a CASH BUSINESS. YOU GET CASH IN ADVANCE WITH WHICH TO FILL ORDERS, so you don't need capital for a stock of goods. Don't say you have no experience. I will give you my experience and mail order knowledge that cost me a million dollars to gain. I'll guide you to quick success and show you the very things to do so money-making will be easy.

MAKE PROFITS FOR YOURSELF, NOT FOR OTHERS.

I want live men and women to START A BIG PAYING, SUCCESSFUL BUSINESS of their own. You can have people everywhere remitting money to you. MY FREE MAIL ORDER BOOK is the ideal proposition for aspiring Success Seekers.

Write at once and begin pulling out of the wage rut. Remember, at the start you need no office, simply space in your home; no office force, no expensive equipment, little capital and no experience, as I offer to furnish the instructions you need to start with, **showing the goods to sell, where to get them, and how to sell them by getting cash in advance from customers,** and 20 money-making mail order plans for you to select from. Write today sure for my free book, "How to Achieve Mail Order Success." Address **WALT C. CUNNINGHAM, President, THE MAIL ORDER SCHOOL, Suite 6071 Brecht Bldg., Denver, Colo.**

This Magazine is printed with Ink made by

H. D. Roosen Company

78-84 Twentieth Street, Brooklyn, New York

DON'T LICK FILTH

Ever See Envelope and Stamp Glue Made?

USE AN

IDEAL ENVELOPE SEALER

It's QUICKER and SAFER

50c postpaid

Circular on Request

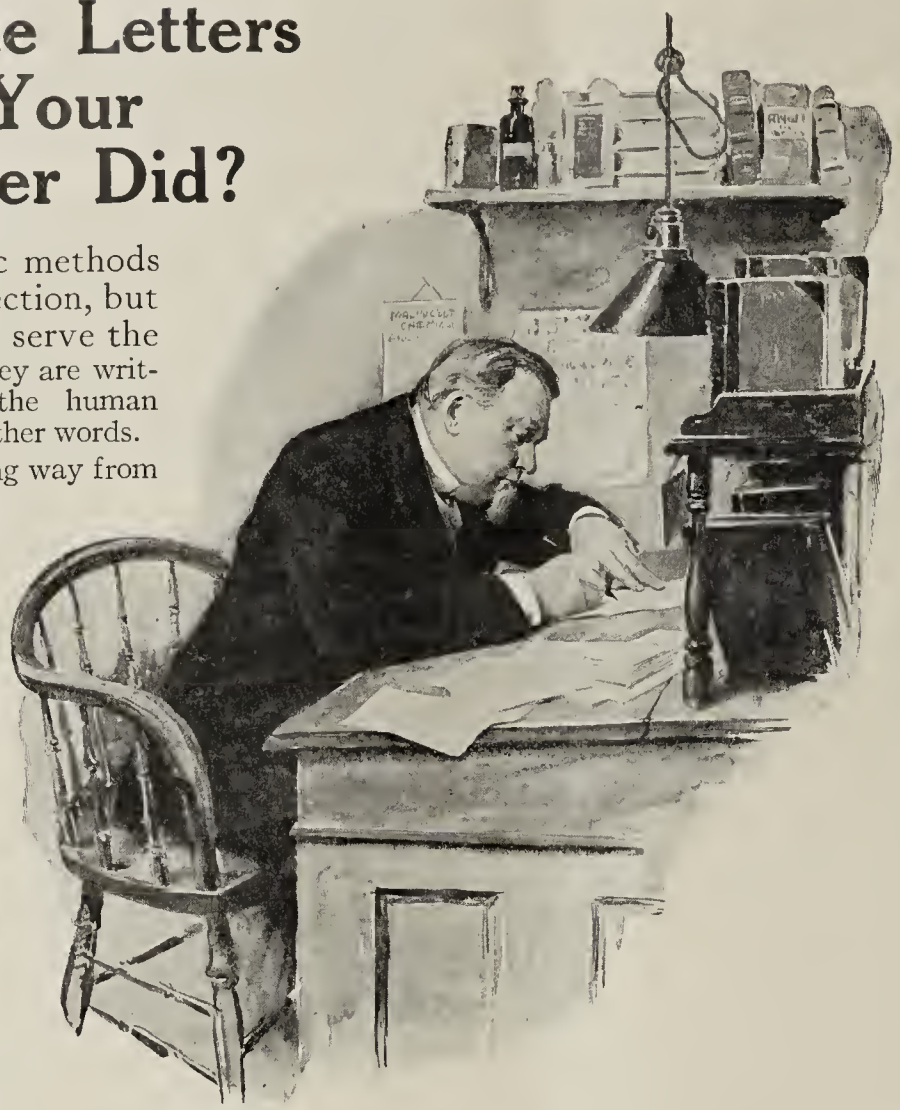
The Ideal Envelope Sealer Co.

321 Frankfort Ave. Cleveland, O.

Why Write Letters the Way Your Grandfather Did?

Modern stenographic methods give mechanical perfection, but if your letters are to serve the full purpose for which they are written, they must have the human touch, "the punch," in other words.

We have progressed a long way from the ink horn and quill pen. You should have up-to-the-minute knowledge on how to handle correspondence problems; how to make your persuasive appeal convincing enough to pull people to your way of thinking.



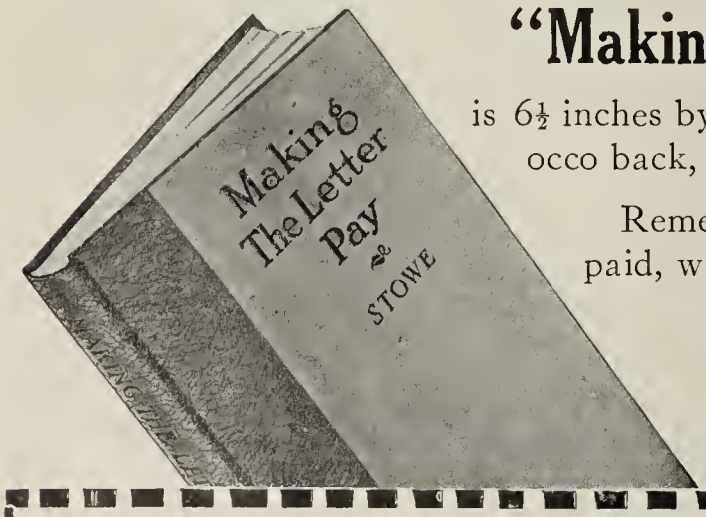
ARMAND BOTH

"Making the Letter Pay"

By A. PETER STOWE

is a book of 106 pages; each book crammed full of correspondence ideas. The book is just off the press, and, as a special introductory offer you may secure it, postpaid, **for $1.00**

If you want to know more about Sales Letters, Collection Letters, Letters of Complaint and Business Correspondence in General, here is your opportunity; $1.00 brings this wonderful book to you, prepaid.



"Making the Letter Pay"

is 6½ inches by 9 inches, bound in green Morocco back, with red silk cloth sides.

Remember, our offer of $1.00, postpaid, will be withdrawn in a short time.

This is but a Special Introductory Offer

Use the coupon below.

COUPON

Business Man's Publishing Co.
101 W. Fort St., Detroit, Mich.

Gentlemen:—Kindly send me, all charges prepaid, copy of **"MAKING THE LETTER PAY."** I am enclosing herewith $1.00 to pay for the cost of same.

NAME_____

ADDRESS_____

CITY_____ STATE_____

How to Chart Yourself

(Continued from Page 268.)

standard of measurement? Is the consciousness of the qualities needed to succeed thus far to serve as my standard? I will set all these down as criteria.

"How about the next group—firmness, energy and perseverance?

"Friends say that I seldom change, seldom yield, and would rather meet defeat than acknowledge myself wrong—that seems like firmness (22). I dislike to quarrel or to enter into contests; that is lack of energy. I shall have to mark that sub-faculty very moderate, for to do what one must is not being energetic, but is simply automatic slavery.

"Too much firmness, too little perseverance. It is plain that that makes stubbornness and leads to taciternity. So change it, or fail.

"Then comes laudation. Praise isn't worth much, nor display, and why should one care for either. And yet they are, after all, a bond of relationship, so why not seek them? I do not care to preach to myself, but ambition should demand praise, it should strive in emulation, encourage activity; and these I do like, in a way. What is there out of fix here? That is the puzzle. Is it that having only moderate laudation and moderate personal animation, I have neither given compliments, nor really expected or worked to deserve them?

"And that suggests that I have, perhaps, never put myself out to attempt to recognize the worth of others, their good qualities, or to compliment them. Is that the reason some friends say that I am selfish and critical, although others say I am not? Is it because I fail to recognize worth and merit that people seldom find it plausable to compliment me? Put a cross mark for more praise and laudation, payable and receivable, and a little more display (23). Put another at Perseverance.

"Then, here is the question of efficiency. That's about average, so far in life. I have done what seemed to be the equal of the average round me, and that is about all. So that is too low, and certainly cross marks are needed there, as well as at utility.

"I seem to be going bad on the Will-force end of this analysis. No wonder my intellect has never shown very radiantly!

"Liberty? (27). Pretty good sense of that—enjoy freedom—well, if it does not cost too much—there's a fearful point.

"Wonder why 'cost too much' comes to my thought. Ah! Economy; yes, perhaps I have too much. In comparison with the rest of my will, love of property and of means run quite high.

"This is also true of caution. It is plenty

large in most ways. I'll mark it high. It may be too large, unless offset by large aggression or benevolent organs (28).

"Now when it comes to aggression, I am bound to admit it is not powerful enough, or else why these years of less advance and gain than was possible? Why this tardy study into prospects and powers, and even gains? Down goes aggression. Up goes the cross-marks (29).

"But, again, can a low origin of activity change itself? Can it arouse its own powers? What is the secret of the psychology of Will-growth? The Philosophers crack our heads together by saying that the will is the source of its own activities, the source of its own size.

"I can plainly see that my line is architecture. It will require that I make a struggle for wider reasoning, more self-improvement, congeniality, energy and perseverance; more sense of social and personal responsibility, more industry, special study, more aggressiveness and increased intensity in work.

"Just where I stand in this chart of abilities on many of the personal and mental elements that are now slightly hazy, must be left for a better criterion than is warranted by my past experience."

Several errors of judgment are apparent in the foregoing—notably he rated his reason too low—but these were modified by the fact that contrary actions called attention to his mistakes.

In after years this man actually raised several of the low powers needed, and made an uncommon success. While an expert may make a much clearer and keener analysis than is possible for one to make of himself, the elaborate tables greatly aid a man in taking an inventory—and making a success—of himself.

The Enemy in the Retailers Camp

(Continued from Page 272.)

ment in the city jail for not exceeding 30 days, or by both fine and imprisonment.

In the state of Oregon a similar law has also been passed. In Yakima, Washington, an ordinance has recently come into existence which provides that "Closing Out" sales must actually close out. The penalty for violation is the same as that of the Seattle Ordinance.

Advertisers who use untruthful or misleading statements in advertisements can be reached in three ways: first, by a man to man appeal to them by a local advertising Vigilance Committee or by fellow retailers; second, through the post office for "using the mails to defraud;" third, through the

DON'T TAKE OUR WORD!

TRY IT YOUR SELF FOR 10 DAYS WITHOUT DEPOSIT

If not satisfactory, simply return it and no questions asked.

The Daus Improved Tip Top Duplicator is the result of 25 years experience, and today is used and endorsed by thousands of business houses and individuals, including prominent Railroad and Steamship Companies, Standard Oil Company, U. S. Steel Corporation, etc.

Our negative rolls now have our new "Dausco" Oiled Parchment Back, giving additional strength and efficiency.

100 Copies from Pen-written and **50 Copies** from Typewritten Originals—**Clear, Clean, Perfect.**

Complete Duplicator, cap size. PRICE, $7.50, less special discount of 33⅓ per cent. net **$5.00**

FELIX B. DAUS DUPLICATOR CO., Daus Bldg., 111 John Street, NEW YORK

Nervousness and Exhaustion

When weary and languid, when the energies flag and you are completely exhausted and worn out, there is nothing so refreshing and invigorating as

Horsford's Acid Phosphate

(NON-ALCOHOLIC.)

Its revivifying effect will throw off the depression that accompanies exhaustion and nervousness; strengthen and clear the brain that has become tired and confused by overwork and worry, and impart new life and vigor to the entire system.

A teaspoonful in a glass of cold water with sugar, makes a delicious, refreshing drink.

An Ideal Remedy in Nervous Disorders.

Free Carbon for 1 Week!

I Want to Send YOU a Supply of BULL FROG Carbon Paper Sufficient to Last One Stenographer One Week. FREE!

I mean just that. For I know if you once try Bull Frog, and discover that it makes 130 clear, sharp impressions (almost double the service of o dinary carbon paper)—that Bull Frog will write as long as the paper itself holds together, and that your carbons will *all* be as easy to read as newspaper print, you'll never use any other carbon paper

I Pay Almost Double for Ingredients

The wax used in Bull Frog Carbon Paper costs me 90c a lb. where others use a 25c to 60c product. I pay 4c a lb. more for imported Crompton paper than the next best grade which others use. But this paper is nearly as *tough* and *tensile* as cloth.

Then I *saturate* the very fibres of this superior paper with carbon instead of merely surface-coating it. So it writes sharp and clear until the paper itself is worn out. It won't smudge nor smut—you'll have no illegible carbons with Bull Frog. And yet you'll pay no more for Bull Frog than for cheaply-made, inferior carbon papers.

Carbon Paper may be a small item with you. But the kind of copies you get with it is important enough to warrant your taking advantage of my free offer. I'll take my chances on getting your future business after you have *tried Bull Frog once.*

This old-fashioned Bull Frog appears on every box of genuine Bull Frog Carbon Paper. It stands for *unvarying* quality.

H. W. Rotherick, Presdt.

Newton Rotherick Mfg. Co., Dept F, 32 S. Clinton St., Chicago

Tear Out and Mail Coupon for Free Test

If you're busy just hand the coupon to your stenographer and let her write on your business letterhead for the liberal Free Trial Package. If Bull Frog does what I claim for it you and I both gain, and I know it *will!* Mail the coupon today.

H. W. Rotherick, President

Newton Rotherick Mfg. Co., Dept. F, 32 S. Clinton St., Chicago

I have filled out the blanks. Please send me Free Test Package of Bull Frog Carbon Paper advertised in May Business

☐ Color of carbon wanted.

☐ How many typewriters do you operate?

Name..... Address.....

"THE POISON BELT"

By A. CONAN DOYLE

Readers of "The Lost World" will be glad to renew their acquaintance with the redoubtable Professor Challenger and his fellow-explorers, Lord John Roxton, Professor Summerlee, and Mr. E. D. Malone; while those who have not read that exciting story will find themselves perfectly able to follow and enjoy the even more thrilling and unprecedented experiences of the four companions as related in "The Poison Belt."

SYNOPSIS OF THE FIRST INSTALMENT

Professor Challenger has invited his old friends, Lord John Roxton, Professor Summerlee and E. D. Malone, to spend a day with him at his home in Sussex, and while journeying down they eagerly diseuss the news that a mysterious and universal outbreak of illness has oecurred among the natives of Sumatra, and that the lighthouses are all dark in the Straits of Sunda. They are doubly interested in the news as Challenger himself has a letter on the subjeet in that morning's *Times*. His theory, as he explains when he meets them, is that the world has swum into a stratum, or poison belt, of ether, and that the fate whieh has befallen the Sumatran natives will quickly overtake the rest of the earth's inhabitants. "It is," he says, "in my opinion, the end of the world."

For the Second long instalment of this remarkable story see the MAY issue of

THE STRAND MAGAZINE

Now Ready Price 15 Cents

courts for "obtaining money under false pretenses."

Retailers who are interested in raising the standard of retail advertising can first take the matter up with their local advertising club or such other similar organization as may be in existence. If such a club is not in existence, retailers can combine among themselves and form a vigilance league and act for themselves.

Many cases of deceptive advertising are not by deliberate intent. They are simply the result of unbridled enthusiasm on the part of their writers, or the lack of time or willingness to thoroughly investigate the facts.

Other cases spring from a limited knowledge of advertising. Many retail advertisers hold the time-exploded idea that cut prices are the surest if not the only means of pulling customers into a store. That is why so many retail advertisements are dominated by prices printed in large, heavy type.

The price appeal, however, is but one of many. There are a dozen or more appeals that will inject the buying impulse into a prospect's mind, such as, wearing power, style, seasonableness, labor-saving points, taste, appearance, and so forth. Use these appeals adroitly and price is a secondary consideration. As one well-known advertising manager says, "The price appeal is the lazy man's way of writing an advertisement."

It has been truly stated that "confidence is the basis of all trade." Unless a buyer has implicit confidence in the seller he will not buy. The greatest sales-clincher known to salesmen and advertising men is confidence. Get your prospect to believe in you implicity and he will take your statements at their face value, and quick and profitable sales will result. But once violate his confidence and he takes the attitude of the child who has just burned his fingers—he insures against future "burns" by avoiding the fire.

From a cold business standpoint, it pays to hold an advertisement to facts. Many concerns actually go so far as to *underestimate* their goods in their advertisements. And they say it pays and pays well. A customer who buys of such a concern always harbors pleasant recollections of his purchase. Confidence in the store has been implanted in his mind. When he needs further supplies he goes, as of natural course, to the store that previously satisfied him so well. He becomes a regular customer. And regular customers not only bring "velvet" profits, but they represent something that every retailer tries hard to build up—good will. Good will has an actual money value. It can be sold should the retailer wish to dispose of his store. A list of disgruntled customers has no good will value, while a list of satisfied customers can at any time be turned into real money. There is no surer way to increase the pulling power of advertisements than to look upon each as a personal guarantee over your own signature.

The Relation Between Sales and Credits

(Continued from Page 270.)

idly to the line in this part of the work until he has gained confidence in himself and has come to realize that by doing this work he strengthens his hold on his customers and increases his value to his house. Fourth, permit no salesman to make agreements or promises not embodied in contract or report.

"Progress at first may and probably will be slow. Some salesmen will get the idea and go to work intelligently at once; others will follow, while some it may be necessary to discipline, but if the managers hold firm, there is no doubt as to results. Setting the

lessons alone will not be sufficient. The men must be required to learn, then apply. Here in this hardware house doing a national business, we insist on application and the routine is soon established. We have always new salesmen and new customers to educate, but the concerted action and the mutual understanding between credit man and salesman through the inauguration of our Commerical department, has done a great deal in bringing about a much higher grade of efficiency between the office and the field men."

Operating a Bank by Correspondence

(Continued from Page 273.

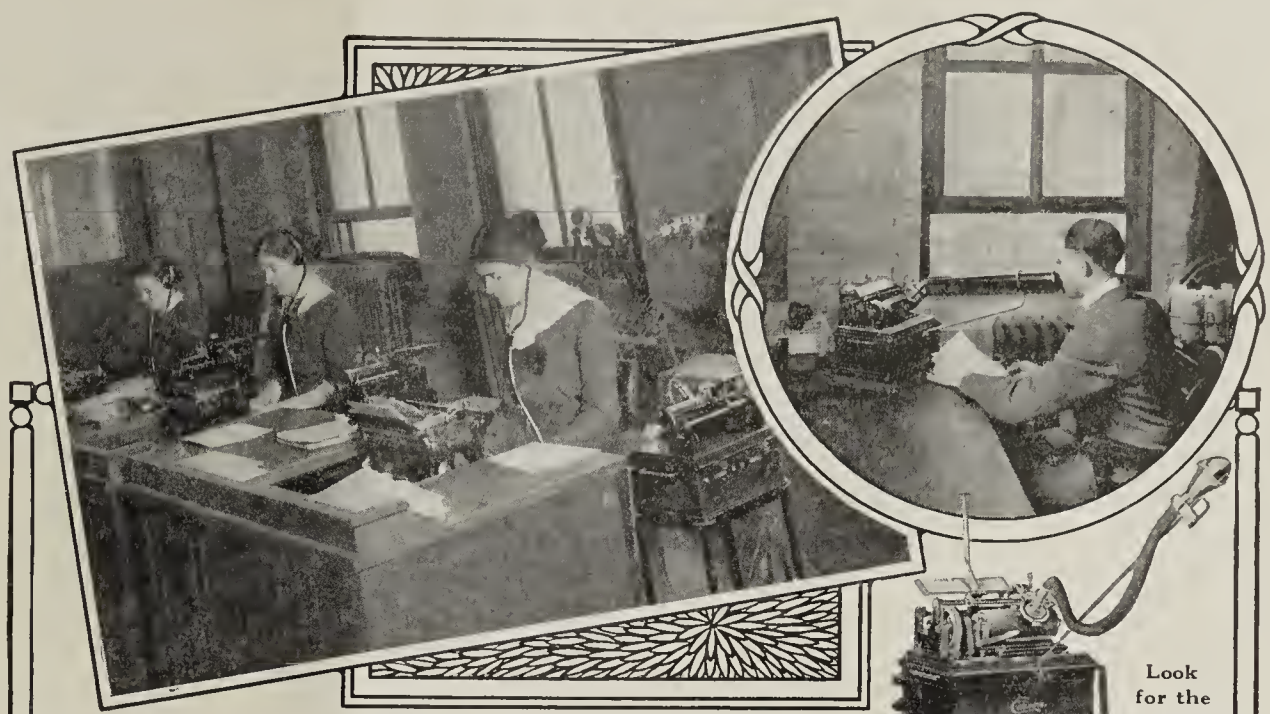
correspondingly more resultful advertising literature is required to overcome this condition and draw in deposits. The thousands of mail patrons and millions of deposits already secured, however, speaks well for the strength and convincing nature of this literature.

One of the better known banks now doing business by mail is the Colonial Trust Company, of Pittsburgh, Pa. They issue letters, cards, a handsome booklet, and a fac simile of their special deposit certificates. This certificate is a beautiful specimen of the engraver's skill. The engine turned background and border is printed in a rich brown and holds the regular word printing in black. The background makes forgery highly difficult. The advantages of buying these certificates for short time investments are explained on the face of it in the rules that govern interest, maturity, and other conditions of holding. They are explained in detail on the reverse of the fac simile sheet.

Another attractive piece of advertising from this bank is a card to be returned after filling in replies to a few questions and attaching name and address. A handsome picture is offered for the return of the card properly filled out. The card is about 3 x 5 inches, just right for filing cases in common use.

The Detroit United Bank is a heavy and successful advertiser using much space in dailies and in many business publications. This bank maintains a certain individuality by the use of several words and sentences invariable set in the same heavy display. Two of these expressions are "Banking by Mail," and "Four per cent paid," which stand out on the page and attract attention.

Interested parties are asked to send for booklet giving full details of their methods of banking by mail. This is accomplished by a brief letter soliciting the business and signed by the vice-president.



Views in the Offices of the Underwriters' Laboratories, Inc., Chicago.

Look for the Underwriter's Label

(Note: The National Board of Fire Underwriters has approved the electrical construction of the Edison Dictating Machine, and its approval is identified by a serially numbered label attached to each machine at the factory under the direction of an Underwriters' Inspector.)

Here the long, complicated reports of Underwriters' inspectors, as well as all regular business letters, are dictated to the

Edison Dictating Machine

The Edison is a wonderful help in complicated, technical dictation. The dictator can take his time without feeling that he is wasting a stenographer's time. He can stop at any instant to look up data and arrange his thoughts—and can start again just as quickly. He is never asked to repeat.

Yet the Edison will give the typewriter operator as many repetitions as she wants, and it reproduces the dictation so clearly that there is no reason for errors.

In some cases help such as this is even more important than the 50 per cent cut that the Edison Dictating Machine makes in the **cost** of dictating and transcribing. To learn about **all** its advantages, write us for our free book "The Goose, the Typewriter and the Wizard."

Thomas A. Edison, Inc., 202 Lakeside Avenue ORANGE, N. J.

The booklet contains 12 pages and is a high type of the printer's art. Two leaves of figured tissue just within covers of delicate gray-green extending well beyond the edges of inside leaves give it a very attractive appearance. Printing is in black ink with paragraph heads and wide decorative borders in green.

One paragraph, "Security for depositors," reads as follows:

> "The Detroit United Bank does not deal in commercial paper, nor does it make any loans except upon first mortgage on improved real estate security in amounts not to exceed fifty per cent of its cash value. Its investments and loans are confined wholly to public bonds such as City, County and School District Bonds. Its depositors are thus assured of as nearly absolute security for their deposits as it is possible for a bank to give."

One of the heaviest advertisers now in the field doing a banking by mail business is the Central National Bank of Battle Creek, Michigan. In addition to their newspaper and magazine publicity they maintain a complete mail order system of fol-

A Tip on Guide Cards

Never crack, fray or curl, always fresh and clean and outlast six or more ordinary un-reinforced guides.

Saves expense and annoyance of replacing broken and worn out guides.

Regular sizes carried in stock; special sizes to order.

Write for Samples and Prices

Standard Index Card Company
Dept. B. 707 Arch Street
Philadelphia, Pa.

DETROIT-MICHIGAN
HOTEL
NORMANDIE
Congress St. Near Woodward Ave.
GEORGE FULWELL, Proprietor
European Plan
$1.00 to $3.00 Per Day

150 rooms, 50 with bath. All modern conveniences. Cafe in connection.

PRICES MODERATE

DON'T
Ask BUSINESS *for*
Mailing Lists
"That's Our Business"

Ask for our "Silent Salesman No. 57 for 1913." **It's Free** and contains over 2000 different mailing lists. For instance.

109	Aeroplane Mfrs.	$ 2.50
107	Aviation Supply Dealers	2.50
556	Auto Manufacturers, Strictly	3.00
6,337	Auto Garages	15.00
11,610	Auto Dealers and Agents	20.00
4,525	Auto Repairs	10.00
2,749	Auto Supplies	7.50
166	Auto Supplies, Whol.	2.00
63	Auto Jobbers	1.00
521	Auto Tool Mfrs. and Dealers	4.00
227	Auto and Buggy Top Mfrs	2.00
886,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfrs. and Jobbers Advertising Novelties	3.00
50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
1,976	Five and Ten Cent Stores	5.00
17,822	Five and Ten Cent Theatres	40.00

ASK FOR ANY OTHER LIST YOU WANT

Trade Circular Addressing Co.
168 WEST ADAMS STREET, CHICAGO
Established 1880

low-up letters, cards, booklets and the like. A new booklet of excellent design and workmanship containing a talk on the mail method, savings accounts, and the facilities of this bank is put out each year. The first is dated 1907, showing that the method has been followed by this bank for several years, and this booklet has tasty brown covers with designs in red and black printing. The paper is light brown, almost cream, and each page contains sketches in brown and black partly fanciful, partly illustrative. The title, "The First Thousand," indicates a discussion of the way men of different occupations earn their first thousand dollars and what they do with it. Into this is woven an account of the bank's facilities for handling savings.

No. 2—Copyright 1908, is an eight page booklet of beautiful white glazed paper, printed in light green ink with illustrations in lilac. The covers are of faded-lilac paper with shades of black and lilac ink. The contents embrace two illustrations, statements of officers and financial strength, and a discussion suggested by the title. At top and bottom of the pages there are illustrations, fancy sketches and mottoes on the bank's service and saving. A monogram on the last cover page showing three initials and the term "4%" is far from the least attraction.

The booklets described are types of all, although no two resemble each other greatly. The titles used are "The Sense of Proportion," "Turning Points," "What is Your Money Doing?" "The Compensation of Conservatism," and a quotation from Emerson, "Many times the reading of a book has made the fortune of a man—has decided his way in life."

Of the letters of this bank, one sample may be taken as a criterion:

> "You may today unconsciously be facing a 'turning point' in your life, one of those 'forks in the trail' so clearly described in the enclosed pamphlet.
>
> It may be that a careful reading of it will make the importance of the 'upper trail' clear to you.
>
> A savings account in this strong Central National Bank of Battle Creek can be both the alpenstock that will help you up that trail and the guide rope that will protect you.
>
> We cannot too strongly commend to your careful attention the ideas suggested in the enclosed booklet.
>
> If, as a result, you open an account here, we assure you that all your dealings with this Bank will have prompt, courteous and appreciative attention.
>
> We have recently added $20,000 to our Surplus so that now the Capital, Surplus and Stockholders' Liability of this Central National Bank amounts to a half million dollars ($500,000.00), thus giving our depositors the utmost safety.
>
> With kind regards, and hoping that we may hear from you, we are,
>
> Very truly yours,
>
> _____,
> Cashier."

Giving the STENOGRAPHER *a* FAIR START

By H. D. Weissen

HAVE you had any experience?"

"No, but——"

"Then I'm afraid you won't do. You see our business is such that we require competent help—help that have had experience in our line of work."

This is the "chance" which thousands upon thousands of beginners receive and the average girl, when she enters the business world for the first time, no matter how much inherent ability she possesses, loses her self-control upon interviewing a prospective employer.

It is true that some businesses require help accustomed to their line of work. A lawyer needs help accustomed to legal forms just as the doctor needs help familiar with medical terms. But the average business man, if he will take but a little patience, will find in the beginner—the girl starting out—the qualities of a good worker. The girl in her first position can be trained in a particular line of work even more readily than the girl who has spent years adhering to well defined systems peculiar to a different or even a similar line of work.

It rarely occurs to the prospective employer, when giving an applicant a test, that he talks more rapidly in reading aloud from printed matter than when dictating original matter. Accordingly it is not always incompetency which makes the girl seemingly dull, and it is not always stupidity which makes her stutter and blunder in answering questions. It is total unfamiliarity with the subject of the dictation she receives, and even an experienced office hand—one having years of experience—often requires

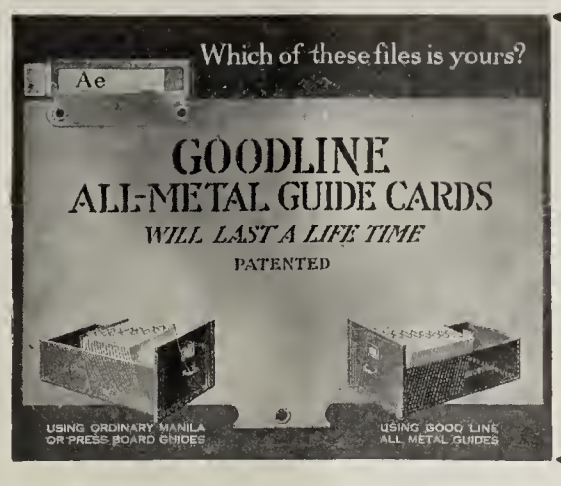
time to gain her equilibrium in a new office and among new people and surroundings.

The position I now hold—that of head of the stenographic force and private secretary to a man of affairs—I entered as a beginner. I was fresh from college and had no experience. Being a student, the business man had never come within my circle

A total of some thirty-five letters—all containing unfamiliar names and terms.

of friends. But having been turned away so often by just such statements as used in the opening of this article, I finally determined I *would* find a position and *would* hold it. I told my employer before he had time to ask me that I was not experienced—that I was a beginner—that I *knew* I could do the work, that I should like to try and that I *would* make good. At first he doubted but with an amused smile he told me to "take" some letters. My heart sank within me as he dictated for an hour or so, making a total of some thirty-five letters—all containing unfamiliar names and terms. I had never before taken so much dictation at one time. However, I had made up my mind I *would* transcribe them properly and accurately. I asked a few questions, probably more than I should, but I desired the work to be well done. It was. I am still with the same concern and it is now one of my duties to engage the stenographic force.

Before setting any girl to work, I make it a point to allow her half an hour, or an hour whenever possible, to practice on the machine she is to use and to accustom herself to her environment, putting her at ease with an occasional word of encouragement. Then when she has lost her "stage-fright" I put her to work and she succeeds. Of the twenty-odd girls I have employed but one has failed to meet the qualifications which we desire. The entire force is competent, willing and contented; we have no clock watchers or grumblers and I attribute this to the fact that they were given a "chance" when they applied to me for work.



YES SIR!

A PERMANENT FIXTURE

The **Goodline "All Metal" Guide Card** once installed becomes a fixture requiring no upkeep expense.

Nothing unusual about the "All Metal" except its durability.

"All Metal" Guides—finished in black enamel—will not become soiled and broken like ordinary guides—**they're practically indestructible.**

"All Metal" Guides promote efficiency in your office. Correspondence easier to find and easier to file.

"All Metal" Guides keep your files in excellent and sanitary condition—they prevent tearing or mutilation.

Ask us more about the "All Metal"

Samples on request. Special discounts to dealers.

GOODLINE MANUFACTURING CO.

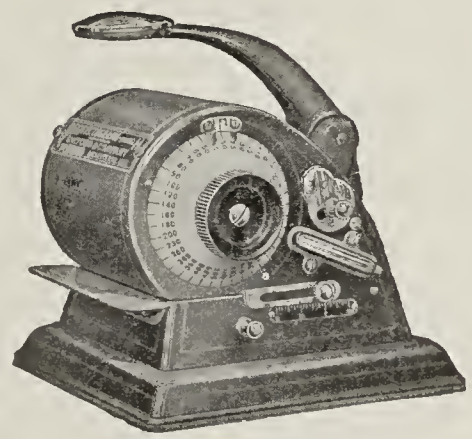
New York Office, 75 John Street KENT, OHIO

MONEY—it's hard enough to make, but the wise man realizes that it is even harder to save and protect.

Men often think they have money in the bank, when it's not there. Wouldn't you or your business be crippled if a sharper, a trusted friend, or employee, raised your check? Then when your payroll or other business obligation needing prompt payment fell due, your balance had been wiped out?

You draw a check—that check may go through all kinds of hands and different banks before it reaches your bank and is honored.

Some of the keenest brains belong to dishonest persons, and your reputation for honesty makes it easy for them to raise your check and pass it successfully. The



Look for the name of TODD on the name plate. It is your guarantee of absolute protection and satisfaction.

Protectograph

Built by TODD

Stamps this famous Limiting Line right above your signature on a check—

NOT OVER THIRTY DOLLARS 30

insures your bank balance, blocks the professional criminal and removes temptation from the amateur.

For twelve years the Protectograph Limiting Line has safeguarded the biggest banking accounts in the world. We want to protect yours, and you owe it to yourself to let us do it. Used by the U. S. Treasury, other Government departments, at least 90 per cent of the commercial banks, and by over 100,000 progressive business houses, large and small, in all lines.

You insure your life, your business and your home, but have you neglected to protect the most important, the sum total of all your life's struggle—your bank account?

Mail this Coupon ☞

Pin it to your letterhead. We will show you exhibits of raised checks and how your good reputation can be used to defraud you.

G. W. TODD & CO.

Largest Makers of Check Protectors in the World

1127 University Ave., Rochester, N. Y.

FREE

Please mail to address shown on attached letterhead, samples of "raised" checks, showing how they were "raised."

TO G. W. TODD & CO., ROCHESTER, N.Y.

Business 5-13

Classified Advertisements

ADVERTISING SPECIALTIES

GET A VANADIUM STEEL RAZOR if you want the smooth, velvety shave that can only be obtained by the best. To introduce, I will send one for only $1.50—regular price $3.00. Satisfaction guaranteed. M. G. Campau, Box 816, Detroit, Mich.

AGENTS WANTED

AGENTS—HERE'S WHAT THEY ALL WANT—Concentrated Beer Tablets. Makes Genuine Beer by adding Water. Not Near-Beer—the real article. Carry goods right in pocket. Enormous demand—large profits. Write us today. THE AMBREW CO., Dept. 1678, Cincinnati, O.

YOUR NAME imprinted in gold on a genuine leather pocketbook—bill fold combined with a loose leaf insert all for only 75 cents—worth $1.50. Just the thing to give your particular customer. M. G. Campau, Box 816, Detroit, Mich.

AGENTS—PORTRAITS 35c, FRAMES 15c. Sheet pictures 1c. Stereoscopes 25c. Views 1c. 30 days' credit. Samples and catalog free. Consolidated Portrait Co., Dept. 1366, 1027 W. Adams St., Chicago.

BUSINESS OPPORTUNITIES

Turn Your Spare Time Into Money

WE ARE manufacturers of patented specialties and with our 10 years' experience in the Mail Order Business are in a position to start you on a sound basis. Everything furnished; large profits; small investment; quick returns; no canvassing; $15 and more weekly easily made at home; personal assistance, free advertising and new ideas assure your success. Send for positive proof and free booklet, "Mail Order Facts."

PEASE MFG. CO.

68-70 Broadway, Dept. A-8, Buffalo, N. Y.

BE INDEPENDENT! Start a mail order business in your own home. We tell you how, and furnish everything needed wholesale. An honorable and profitable business for man or woman. Particulars free. Many make $3,000 a year. Murphy Mfg. Co., South Norwalk, Conn.

WE FURNISH YOU CAPITAL to run profitable business of your own. Become our local representative and sell high grade custom made shirts, also guaranteed sweaters, underwear, hosiery and neckties, direct to homes. Write STEADFAST MILLS, Dept. 15, Cohoes, N. Y.

ONE REPRESENTATIVE in every city and town for a New York corporation; spare time only required; substantial income for right man; excellent references essential. Daily Credit Service Corporation, 233 Broadway, N. Y.

USE YOUR SPARE TIME to build up a mail order business of your own. We help you start for a share in profits. 27 opportunities. Particulars free. Mutual Opportunities Exchange, Buffalo, N. Y.

I MADE $50,000 in five years with a small mail order business; began with $5. Send for free booklet. Tells how. Heacock, 5228, Lockport, N. Y.

ASK BODE! Advice about "anything," 25c. Particulars Free! Write Now! J. Bode 561b Main, Hartford, Conn.

COLLECTIONS

"COLLECTING BY LETTER," 2 volumes, 400 pages, by W. A. Shryer, teaches everyone collecting by mail. 35 Chapters on collecting from every angle. Over 250 tested money-pullers. A working model for business men. $3, prepaid. Money back if dissatisfied. Business Service Corp., 1205 King Bldg., Detroit, Mich.

CORRESPONDENCE SCHOOLS

YOU CAN EARN MORE—ACHIEVE MORE—If you will give fifteen minutes daily to Grenville Kleiser's Mail Course in Public Speaking. You can soon make political and other addresses; after-dinner speeches; address board meetings; make your talk sell more goods; acquire self-confidence, strong personality, never-failing memory. It has fitted thousands of men for leadership in life. Let us show you how it will help you. Particulars by mail, free. Funk & Wagnalls Company, Speech Dept., 3 New York.

DETECTIVES WANTED

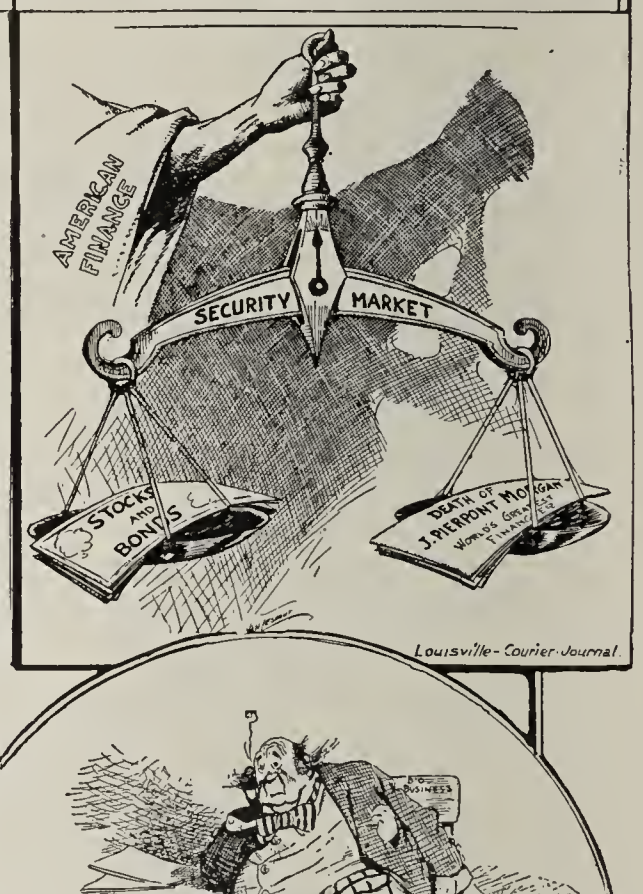
YOUNG MEN to operate in own locality, secret service work, experience unnecessary, write for particulars. Universal Detective Agency, 304 Colcord Building, Oklahoma City, Okla.

CURRENT CARTOONS

"He Who Laughs Last Laughs Best."

Nashville - Banner

STEADY!



Louisville - Courier-Journal

SOAKING HIM.

Denver - Post

THE LONG ROAD

The cotton crop last year in Texas was 4,297,000 bales and of this enormous crop, the Texas cotton mills manufactured less than 40,000 bales.—Texas Welfare Commission.

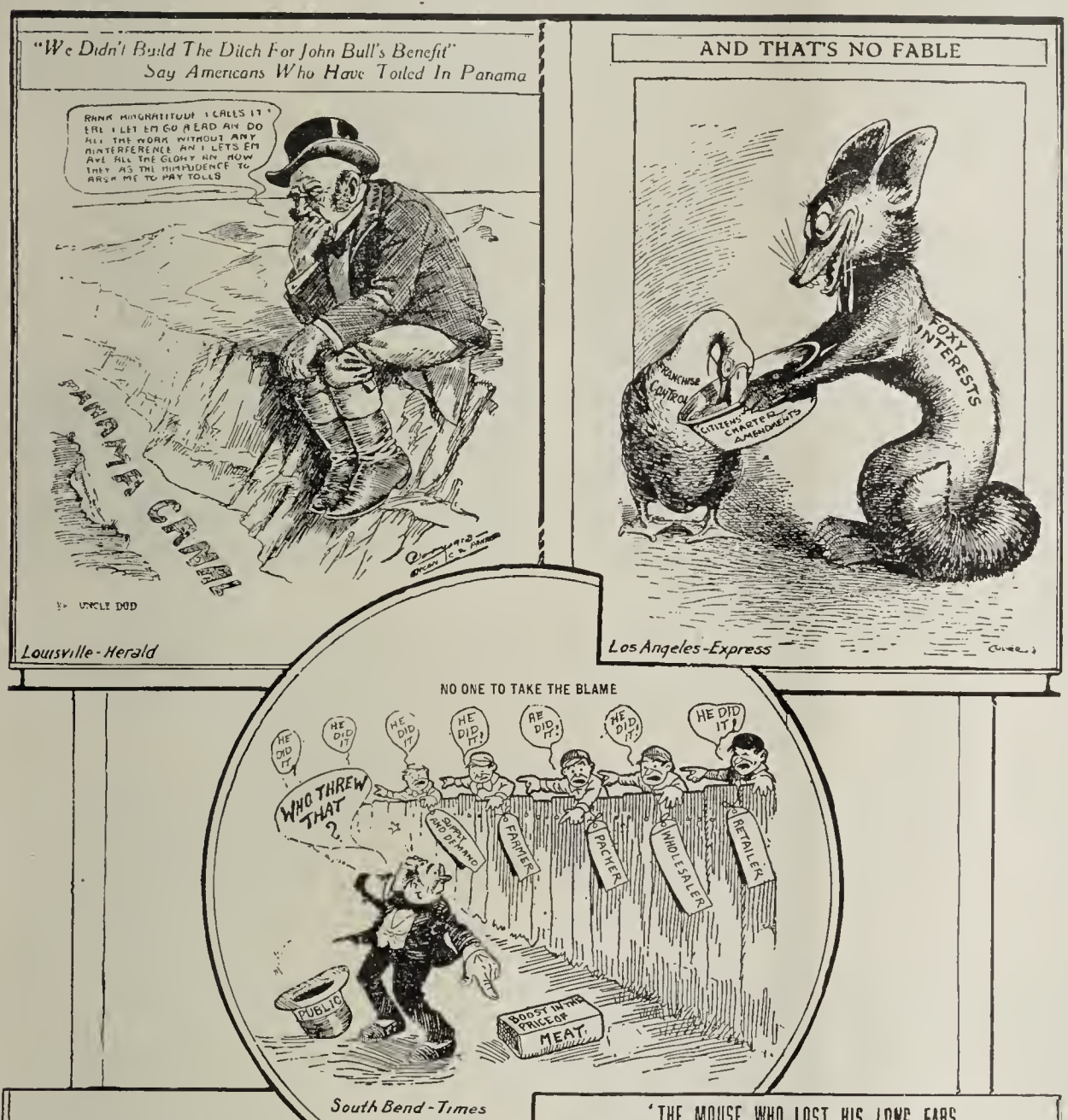
Abilene - Reporter

THE ADVANTAGE OF HAVING WOMEN TELLERS IN THE BANK

Grand Rapids - News

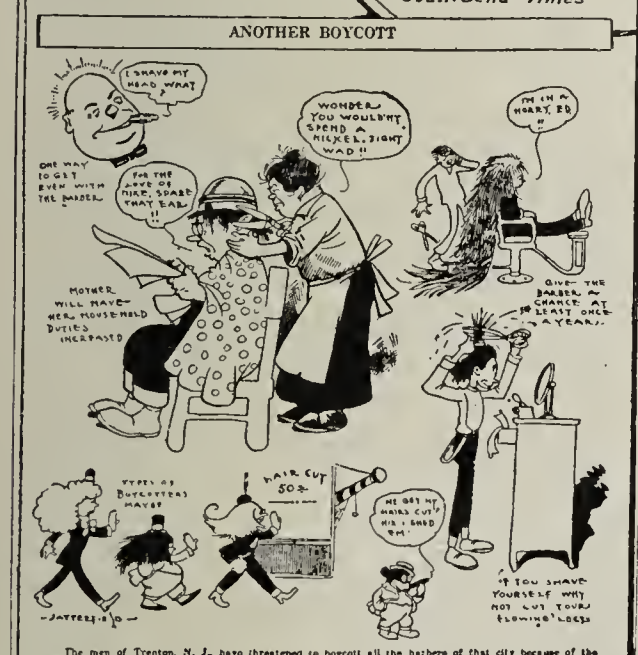
on BUSINESS TOPICS

"We Didn't Build The Ditch For John Bull's Benefit" Say Americans Who Have Toiled In Panama



Louisville-Herald — Los Angeles-Express — South Bend-Times

ANOTHER BOYCOTT



The men of Trenton, N. J., have threatened to boycott all the barbers of that city because of the scheme of the barbers to hereafter charge 50 cents for a haircut. The cartoonist sees some funny situations if the boycott continues very long.

Waterloo-Reporter

'THE MOUSE WHO LOST HIS LONG EARS

A FABLE.

A smart Little Mouse with very long ears, but who had no Tail, having discovered that the Tails of all his Brothers were too long, proposed that on the Seventh day (not the First) of April the goodly company should get together on the Pantry Shelf, where they had Prospered greatly, and cut off one another's Tails.

When, therefore, they were all assembled the Tailless little Mouse made as though he would cut off the Tail of the Woollen Mouse; but the Woollen Mouse observed that his Tail was about right and insisted they should begin with the Steel Mouse.

The Steel Mouse would have them first take off the Cotton Mouse's Tail; and so it went north at last as a promise they cut off the Tailless Mouse's EARS.

Ft Wayne-News

Classified Advertisements
(Continued)

DIE MAKING AND METAL STAMPING
WE MAKE DIES, metal stamping and do plating. Manufacturing new patents our specialty. J. Edgren Mfg. Co., Mt. Pleasant, Ia.

FIRE INSURANCE
INSURANCE MEN WANTED in every town to handle our fire, automobile, health and accident agency. A money making proposition. Write today. Provident Insurance Association, Waco, Texas.

FOR MEN
SEND 12c FOR "SEXUAL PHILOSOPHY," CLEANEST, BEST, most instructive sex manual published; teaches, not merely argues; write today. "HEALTH-WEALTH," Publishers, Lawrence, Massachusetts.

FOR SALE
FOR SALE—Hunting dogs of all qualifications, also Watch and Pet Dogs. Puppies of all varieties in existence. On receipt of 10 cents we mail the most handsome, comprehensive, descriptive and illustrated catalogue in existence of 49 breeds of dogs, several breeds of swine, sheep, rabbits, ferrets. Poultry and Pigeon price list free. C. L. B. Landis, Dept. 109, Reading, Pa.

FOUNTAIN PENS
SELF-FILLING Fountain Pen, perfect and non-leakable, made to sell at $3.00, for only $1.50. Solid gold pen with hard iridium tip. Guaranteed. B. M. Picard, Box 816, Detroit, Mich.

HIGH GRADE HELP
I WILL START YOU earning $4 daily at home in spare time, silvering mirrors; no capital; free instructive booklet, giving plans of operation. G. F. Redmond, Dept. AD, Boston, Mass.

LETTERS
LET ME TELL YOU how you can get the DOLLARS from your form letters and other correspondence, also how to save the DOLLARS in connection with your follow ups and filing systems. Send me a postal and I will tell you HOW and no charge for the telling. M. L. Carpenter, Box 816, Detroit, Mich.

LETTER SPECIALIST
LETTERS THAT SIDESTEP WASTE BASKETS are written by David B. Dane, Portland, Indiana.

LOOSE LEAF DEVICES
EVERYBODY SHOULD CARRY a Loose Leaf Memo-Book. Why? Because it is economic. Send 25c for a sample book, with Genuine Leather covers and 50 sheets. Name on cover in gold 15c extra. Looseleaf Book Co., Dept. X, 81 E. 125th St., N. Y.

MALE HELP WANTED
I NEED GOOD MEN—Everywhere—part or all time—learn my methods—join me in my high-class business—Established 13 years—authorized capital $1,000,000—no experience needed—desk and complete business outfit free—write today. W. M. Ostrander, Dept. 13, 12 West 31st Street, New York City.

FREE ILLUSTRATED BOOK tells of about 300,000 protected positions in U. S. service. Thousands of vacancies every year. There is a big chance here for you, sure and generous pay, lifetime employment. Just ask for booklet S-3. No obligation. Earl Hopkins, Washington, D. C.

MOVING PICTURE PLAYS
WRITE MOVING PICTURE PLAYS—$10 to $100 each. Constant demand. Devote all or spare time. Experience, literary ability or correspondence course unnecessary. Details free. Atlas Publishing Co., 333 Atlas Bank Bldg., Cincinnati, Ohio.

PATENT ATTORNEY
C. L. PARKER, PATENT ATTORNEY, 992 G. St., Washington, D. C. Inventors' Handbook, "Protecting, Exploiting and Selling Inventions," sent free upon request.

PENMANSHIP
SECURES POSITIONS—Increases salaries. America's Finest Penman teaches Rapid Business Writing by mail. Journal and card free. Francis B. Courtney, Box 492, Detroit, Mich.

PRINTING
GOOD PRINTING AT LOW PRICES. 1000 GOOD letterheads, envelopes, cards, billheads, labels, circulars, $2.50. Samples free. Catalogues, booklets and circulars our specialty. FANTUS COMPANY, 521 S. Dearborn St., Chicago.

Classified Advertisements
(Continued)

REAL ESTATE

REAL ESTATE WANTED—Sell your property quickly for cash, no matter where located, particulars free. Real Estate Salesman Co., Desk 39, Lincoln, Nebr.

SALESMEN WANTED

A SIDE LINE OF MERIT—MAKE GOOD INCOME taking orders for our extensive line of high grade garment hangers. Send for catalogue and our proposition. The N. W. Chamberlain Company, Cleveland, Ohio.

STAMPS—COINS—CURIOS

$4.25 EACH PAID FOR FLYING EAGLE CENTS dated 1856. We pay a cash premium on hundreds of old coins. Send ten cents at once for New Illustrated Coin Value Book, 4x7. It may mean your fortune. Clarke & Co., Coin Dealers, Dept. 6, Le Roy, N. Y.

STAMPS AND COINS bought and sold. Premium, Stamp or Coin Books, 10c each, Post free. EDWARD MICHAEL, 138 North Dearborn St., Chicago, Ill.

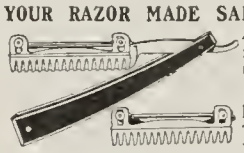
WANT TO BUY

"I WILL BUY used No. 4 Multigraph. Write K, 218 W. 9th Ave., Columbus, Ohio."

WANTED SALESMEN

EARN $250 PER MONTH, sell advertised goods. Best contract on earth. Elato Co., Station L, New York, N. Y.

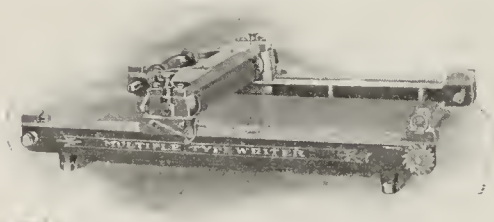
YOUR RAZOR MADE SAFE: Done in a second. Adjustable to any blade razor. The practical Razor Guard. Easily handled—makes shaving a real pleasure. Shave on trains—in the dark—can't cut yourself. Write for one *Now*. Postpaid **50c.** Fine Hollow Ground Razor with Guard complete $1.50.



GURLEY SALES CO.,
3344 4th Av. S., Minneapolis, Minn.

Try This Multiple Typewriter
In Your Office
For 10 Days At Our Expense

¶ The Niagara Multiple Typewriter produces facsimile letters, internal business forms, agents' price lists, contract blanks, time cards, report slips. Many other uses to which it is being applied are reported to us daily.



¶ It will give your letters the individual typewritten appearance yet produces them at the rate of from seven to fourteen hundred per hour! **Niagara** letters receive **two cent** consideration and are securing for their users unheard-of results—they raise the percentage of replies.

Model A and type cases..... **$90.00**
Model B—Cabinet—Automatic Paper Ejector and Piler..... **$145.00**

¶ Both models are equipped with ball bearings, metal type, counter, and other high-class features.
¶ The **Niagara Multiple Typewriter** will soon pay for itself in savings effected and increased business. After that it will pay dividends on the investment as long as you use it.
¶ Just as long as you continue to pay someone else for doing that which may be successfully accomplished on the Niagara—just so long will you continue to pay for a Niagara and not get it.
¶ Better investigate **now**. Write for information regarding our 10-day free trial offer. Special proposition to user-agents where we are not represented.

Niagara Multiple Typewriter Co.
Niagara Falls, N. Y.

The CLEARING HOUSE

(Continued from Page 274.)

On the other hand, your side-show of clothes, or what not, has to pay heavily to get in with the main events, and the reader, who gets into the amphitheater free of charge, is expected to pay for the privilege of patronizing a side-show.

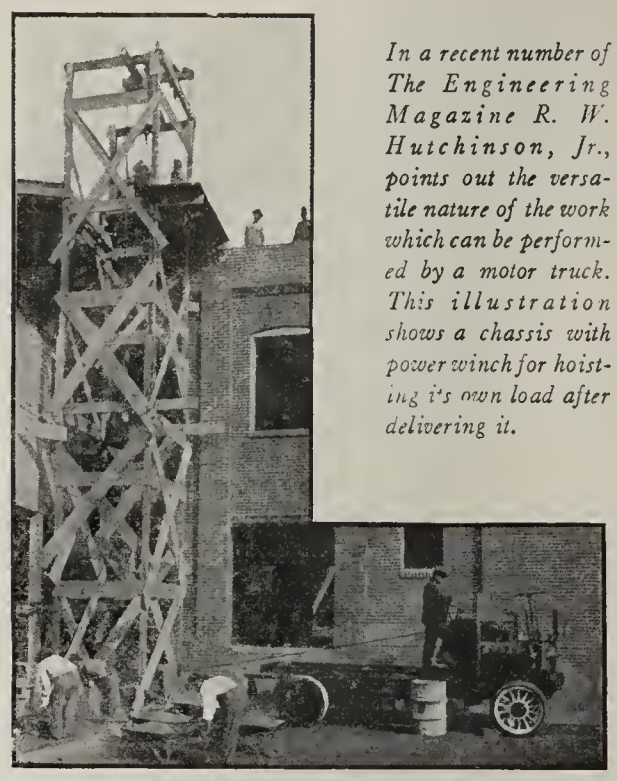
You may contend that a man has got to have clothes, and you are right. You are so surely right that he will never cease to wear clothes, whether you advertise them or not. You are not advertising to tell a man to wear clothes. You are advertising to tell him that he should wear your clothes in preference to the other fellow's. And in order to do this you have got to adopt some more persuasive line of argument than a few frozen merchandise facts and the monkey talk of prices. With a perfect maelstrom of news on all sides, it is up to you to put such an appeal into your copy that he who reads will look again. *You have got to catch some of the newspaper spirit and put it into your copy.* It is not enough that even poor advertising will sell goods. The problem before us is, how to sell more goods, and human interest is the answer.

MODERN methods of business call for prices, good, plain, readable prices, prices that are so evident that to the passing public there can arise no possible question on this subject, says *The Keystone.*

Price Tickets on Displayed Goods

There are still merchants who are unable to comprehend this and to all questions regarding the subject, they have the ever-ready reply, "It tells our competitors what we sell at." Of course it does, but it also tells customers the same thing. What do you care about your competitor; ten to one he is too busy to bother about your prices, and if he isn't you can't afford to be afraid of him. If you are not able to do as well as he can, there must be something wrong about your purchasing department. Anyhow, if your competitor was really interested in your prices, it would be the easiest matter in the world to obtain them.

But these arguments have been talked and argued until every twist and turn of speech has been taken advantage of, yet there still remain merchants who will visit their wholesale house and purchase a bill of goods, because they happened to see a low price on it, and yet won't see that the same method would attract customers to their own stores. What more can be said?



In a recent number of The Engineering Magazine R. W. Hutchinson, Jr., points out the versatile nature of the work which can be performed by a motor truck. This illustration shows a chassis with power winch for hoisting it's own load after delivering it.

ONE CENT letter postage promises soon to be a live issue, according to Senator Theodore E. Burton of Ohio, who is leading the campaign to secure a lower letter rate.

One Cent Letter Postage

"Without doubt the time has arrived when the people of the United States are entitled to one cent letter postage," declares Senator Burton. "The present two-cent rate has been in existence since 1883, and no important changes have been made since that date, despite the fact that the population of the country has increased immensely, and there has been an astonishing increase in the amount of letter communication between our people.

"The most important reason why citizens of the United States are entitled to one cent letter postage is the fact that although we are charged two cents each for the carriage of letters, it actually costs only about a cent apiece for the government to handle them. This results in the accumulation of a surplus of over $62,000,000 each year on first-class letter mail.

"The postoffice department was never intended to be other than self-supporting. The government is entitled to sufficient compensation for the actual cost involved in carrying first-class postage, but any rate which rolls up so enormous a surplus, is nothing less than a tax upon the users of postage stamps throughout this great country."

Comparative Statistics of the World's Commerce

THE following table shows that the four leading nations of the world have made tremendous strides in their foreign relations in the last twenty years; the figures are million dollars. The commercial policy of most nations is exclusively directed towards the development of their export trade, and growing exports are considered an evidence of success, says the first issue of *The Export Manager.*

From this point of view the United States holds the record. It has overtaken England in the last twenty years and now leads with something like 2⅓ billion dollars. England and Germany are close seconds, and France follows at a somewhat greater distance. In the matter of imports, however, England is still unsurpassed. The best idea of the force of this development in the trade of each country is obtained by adding the imports and exports, which gives the following result (in billion dollars): England, 5.2; Germany, 4.4; United States, 4.1 and France, 2.7. Germany's development has, therefore, been the greatest. Its total has nearly trebled in the last two decades, that of the United States has a little more, and that of England and France a little less, than doubled.

	1892		1900		1912	
Germany,						
Imports	924	1603	1326	2387	2367	4411
Exports	679		1061		2044	
United States,						
Imports	786	1767	802	2126	1756	4070
Exports	981		1324		2314	
England,						
Imports	1688	2756	2158	3524	2970	5222
Exports	1068		1366		2252	
France,						
Imports	780	1425	864	1620	1463	2684
Exports	645		756		1221	

The Utilization of Peat Fuel

THE work which is being done by the Department of Mines of Canada, relative to the utilization of peat as fuel, is an excellent indication of the possibilities of applied science to such practical commercial problems, says *Cassier's Magazine.*

The principal difference between such a fuel and the harder varieties lies in the great proportion of moisture present, the amount of water reaching from 25 to 30 per cent of the weight of the material. In some portions of Europe where peat is used as a household fuel, the pieces of turf are

An Unusual Piece of Evidence

United States Govt. Depts. Over 100 Machines
Prudential Insurance Co. 38 Machines
Metropolitan Life Insurance Co. 35 Machines
C. C .& St. L. Railway 23 Machines
Southern Pacific R. R. Cos. 15 Machines
Standard Oil Company 25 Machines
American Tel. & Tel. Cos. 30 Machines
Baltimore & Ohio R. R. Co. 14 Machines
American Thread Co. 16 Machines
Louisville & Nashville R. R. 10 Machines
American Smelting & Ref. Co. 22 Machines

These users represent only a small part of the many great organizations of this country that employ the

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—the fastest multiplying and dividing machine in the world. Operates on the multiplication principle which means only one turn of its crank for *each figure* in the multiplier or quotient as opposed to the addition principle of all other calculators, necessitating a turn of the crank for *each unit of each figure.*

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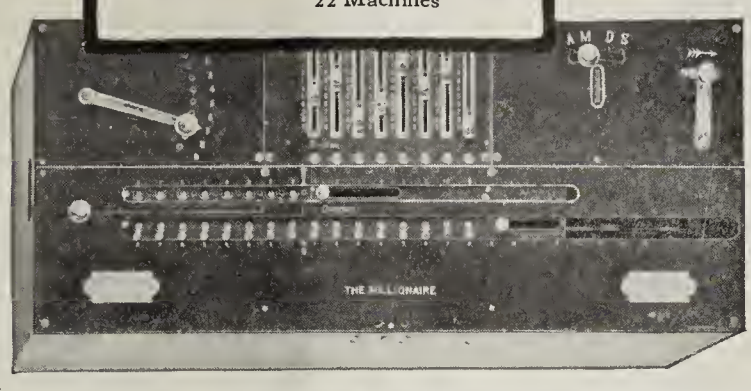
A demonstration will reveal an efficiency greater than that offered by any other calculator. Write and arrange for demonstration today.



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Why They Are Read Dont You Use Them

The Classified Columns of BUSINESS
The Magazine for Office, Store and Factory

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W. A. SHRYER
President

CAN YOU SUCCEED WITH OVER 3500 HELPERS? Not only are WE back of you but you will have also the co-operation of the entire system—over 3500 trained and practical assistants to cover the entire country—over 3500 sources from which to draw new business in your territory. THE CO-OPERATIVE BUREAU is a very fitting name for this organization. You become a member without charge when you finish the course.

THIS COUPON will bring you the synopsis of the entire course—will bring you a wealth of evidence, facts and figures—our ABSOLUTE GUARANTEE is on file with every publisher carrying our advertisements. Use the coupon, that's what it's here for, but be sure and mail it promptly—today is a good time.

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C. D. West, St. Louis, Mo.: "I earned net profit $170.00 the first month. Next seven months, average net monthly profit, $342.00."

A. P. Hyde, South Hadley Falls, Mass.: "My commissions, spare time only, for four consecutive weeks, as follows: $31, $54, $78, $100. Will devote all my time to collections."

H. A. Murphy, Youngstown, O.: Commissions for March, $348.02; April, $430.48; May, $439.72 June, 484.58. Expect to double business within next three months."

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W. A. Shryer, Pres. American Collection Service, 563 State St., Detroit, Mich.—Please mail without cost or obligation to me, the full synopsis of your course; and pointers on the Collection Business.

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Address_____

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They contain all the essentials (but water) to make a high-grade writing fluid. They are to be dissolved in water, only when and where needed. Each tablet will make one ounce of standard chemical ink.

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Gallons,	each	$1.50	Half dozen	$7.50	One dozen	$12.00
Quarts	"	.50	"	2.70	"	4.80
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Fountain Pen Size in Tubes, each 10 cts. Box 20 Tubes, $1.60

Select your colors, they are priced alike.
No accounts opened for less than one dozen.
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Cleveland, Ohio, U. S. A.

B53

simply air-dried, being impaled upon sticks and exposed to the action of the sun and wind. For power purposes on any considerable scale, however, the cost of removing the moisture has been a formidable element to be overcome, and thus attention has been turned toward what seems to be the true and logical method of utilizing this plentiful supply of fuel—that is, the manufacture of producer gas for use in the internal-combustion engine.

It is well known that when a gas producer is operated with anthracite coal or with coke a certain proportion of steam is introduced, this serving to prevent overheating during the oxidation of the fuel to carbon monoxide, and also rendering much of the sensible heat available for the production of power by the decomposition of the water and the addition of a corresponding amount of hydrogen to the gaseous mixture.

This fact at once suggests that if the fuel itself contains the desired moisture no steam need be added, and that if a suitable producer could be devised it would be practicable to use peat as fuel without any preliminary operation of drying. This is the lead which has been followed in the Canadian investigations, and the success which has been obtained seems to justify the work and to demonstrate the fact that an abundant and economical source of power exists in peat deposits.

Colombia the Next El Dorado

AS the date for opening the Panama Canal approaches, our interest in Central and South America increases, and well may it, as here is to be found the most profitable field for development on the earth, says George E. Ray in *Business America.* South America has an area of something over 7,500,000 square miles, with a population of 42,500,000 in 1910; with the exports of $750,000,000 and imports of $500,000,000. In the last ten years, exports have increased 45 per cent in Chile and 168 per cent in Argentina. Ninety-seven per cent of the continent is occupied by ten independent republics, the governments of which, in recent years, have become stable, foreign capital is protected and immigration fostered.

Of the South American countries, one of the least developed, while offering unusual opportunities for profitable exploitation, is Colombia. It is the only country of South America having an extensive coast line on both the Atlantic and Pacific Oceans. The least distance between Colombia and the United States is only 950 miles. From New York to Barranquilla is only five days' easy steaming.

The extent of the country will, no doubt, astonish many, being larger in area than Illinois, Indiana, Michigan, Wisconsin, Minnesota, Iowa, Missouri, Kentucky and Tennessee combined.

Every variety of climate is here to be had notwithstanding the fact that Colombia is all in the tropical zone.

There are large sections that have a temperate climate owing to varying altitudes and, through proper sanitary measures, similar to those employed in the Panama Canal Zone, there is no part of the country in which white men cannot work with entire safety.

Mining in Alaska in 1912

IT is estimated that the total value of the mineral output of Alaska in 1912 was $21,850,000, compared with $20,650,000 for 1911. The value of the gold output for 1912 is estimated at $16,650,000 that of 1911 was $16,853,256. It is estimated that the Alaska mines produced 28,940,000 pounds of copper in 1912, valued at about $4,630,000. In 1911 the output was 27,267,871 pounds, valued at $3,364,584. The silver production in 1912 is estimated to have a value of $300,000, as compared with $243,923 for 1911. The value of all other mineral products in 1912, including tin, marble, gypsum, coal, petroleum, etc., was about $250,000, compared with $176,942 in 1911.

The most notable mining advances in the Territory during the year were those in the Juneau district. The Treadwell mine increased its gold output. Work was continued on the 6,000-foot tunnel of the Alaska-Juneau mine and was begun on an additional tunnel of the Alaska-Gastineau, which will be about 2 miles in length. These enterprises, together with the continuation of work on the Kensington mine and the reopening of the Jualin mine, in the Berners Bay district, constitute an assurance that the production of gold in Alaska will not fall off.—*Engineering Magazine.*

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does its work perfectly in any position—at any angle. You can rest it on any desk or on book page alongside column of figures you wish to add. It's a wonder as a saver of time and errors. Capacity, 9,999,999.99. Send for one on 5 days' free trial. If it doesn't do all you want it to do, send it back at our expense. **Catalog Free** upon request to

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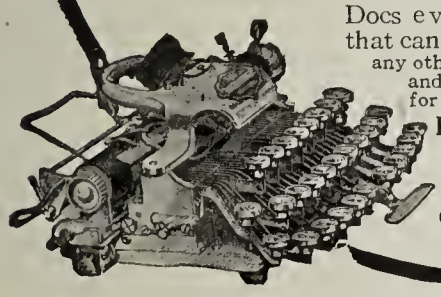
the Blick is the only practical, portable, popular-priced, visible writing machine now on the market. Does everything that can be done on any other typewriter and more. Ask for Catalog T-10.



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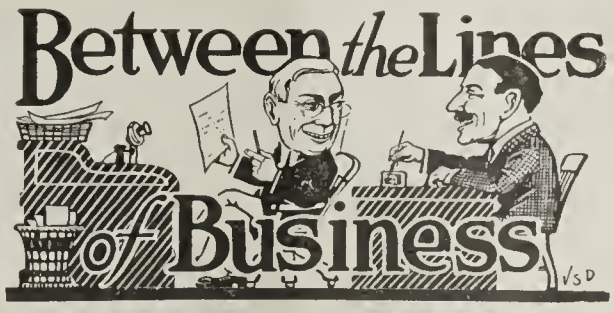

The Raise Deserved.

For months there was nothing noticeable about the new boy except that he never took his eyes off the machine he was running. Then one day the manufacturer looked up from his work to see the boy standing beside his desk.

"Well, what do you want?" he asked.

"Want me pay raised."

"How much are you getting?"

"T'ree dollars a week."

"What do you think you are worth?"

"Four dollars."

"You think so, do you?"

"Yes, sir, I've been t'inkin' so for t'ree weeks, but I've been so blamed busy I ain't had time to speak to you about it."

* * *

Dissolving a Corporation.

"There's no use talkin', this corporation of ours will have to dissolve."

"How are you going to dissolve it?"

"I don't know. The only way I know to dissolve anything is to keep putting water into it."

* * *

Keeping Tab on Work in Process.

A reporter was sent around to make some inquiries concerning a new play that David Belasco was engaged in writing.

"Yes," said Mr. Belasco, "I am writing a play. What do you want to know about it?"

"Anything you can tell me will be interesting," was the reply.

"Well," was Belasco's response, "it is to have four acts and three intermissions—and I've just finished the intermissions."

* * *

Creating New Business.

A small boy called on a doctor one evening. "Say, Doc, I guess I got measles," he remarked, "but no one knows. I can keep it quiet." The doctor looked puzzled. "Aw, get wise, Doc," suggested the small boy. "What'll you give me to go to school and spread it among all the kids?"

* * *

The Most Appropriate Name.

"What's that you call your mule?"

"I call him 'Corporation,'" answered the old colored man.

"How did you come to give him such a name?"

"Well sah, I figure dat mule gets mo' blame an' abuse dan anyt'ing else in dis township, an' he goes ahead havin' his own way jes' de same."

* * *

Playing It Safe.

It was a prohibition county. As soon as the train pulled up, a seedy little man with a covered basket on his arm hurried to the open windows of the smoker and exhibited a quart bottle filled with rich, dark liquid.

"Want to buy some nice cold tea?" he asked, with just the suspicion of a wink. Two thirsty-looking cattlemen brightened visibly, and each paid a dollar for a bottle.

"Wait until you get outside the station before you take a drink," the little man cautioned them. "I don't wanter get in any trouble."

He found three other customers before the train pulled out, in each case repeating his warning.

"You seem to be doing a pretty good business," remarked a man who had watched it all. "But I don't see why you'd run any more risk of getting in trouble if they took a drink before the train started."

"Ye don't, hey? Well, what them bottles had in 'em, pardner, was real cold tea."—*Exchange.*

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Structural Engineer	Commercial Illustrating
Concrete Construction	Industrial Designing
Mechan. Engineer	Commercial Law
Mechanical Draftsman	Automobile Running
Civil Engineer	English Branches
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Sincerely yours,
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The Course of Instruction is very thorough in every detail, and would state, that before taking it up, I was under the impression I understood accounting, but will frankly admit I was very much misled. I also always received prompt and courteous treatment from the examiners, and received marks only according to my work, they explaining difficult matters to me fully in returning my examination papers, and in fact, the course taught me more than the International Accountants' Society promised, or I ever expected it would do.

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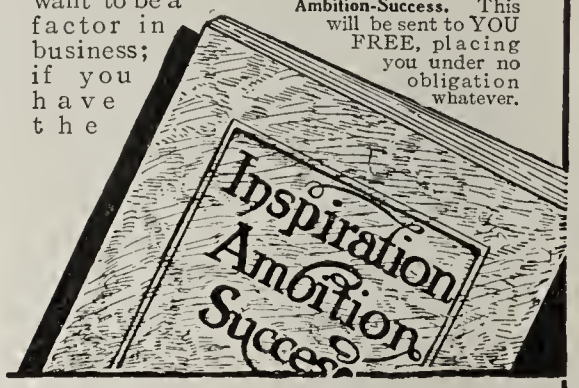

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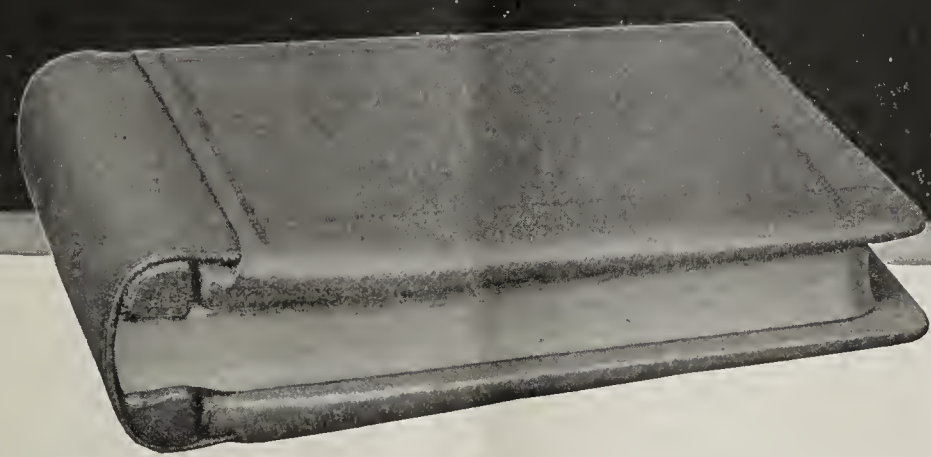

THE biggest, easiest profits within the reach of the average business *today* are not to be made by increased sales—but through operating economies —*on the inside.* More and more business men are beginning to accept this fact as a general proposition—but when instituting these inside economies they usually overlook the accounting end.

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Loose Leaf Devices

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Decide now to investigate the time and labor saving features of Kalamazoo loose leaf equipment. Tear off —sign—and mail the coupon this very minute. Let us put you in touch at once with the amazing facts that illustrate the economical efficiency of the Kalamazoo. Outline your needs and our Efficiency Experts will show a way for you to realize accounting efficiency—or simply send the coupon for full information regarding Kalamazoo systems and devices—TODAY.

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Kalamazoo, Mich.

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BUSINESS

The MAGAZINE for OFFICE, STORE and FACTORY

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How a Dayton Bank Saved Its Records

Ohio Floods Demonstrate Superiority of Byron Weston Paper

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The Winters National Bank
Dayton, Ohio

Byron Weston Co., April 5, 1913.
Dalton, Mass.

Gentlemen:—In the recent terrible floods our records were, in some cases, covered by 33 inches of water. I wish to tell you how well your papers have stood the test and we are glad to have used your brand.

Records written on Byron Weston Linen Record Paper were in water and mud from Tuesday morning until Saturday, yet when water subsided these documents were quite legible and in good shape.

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A Fair Minded Man

By Herbert Kaufman

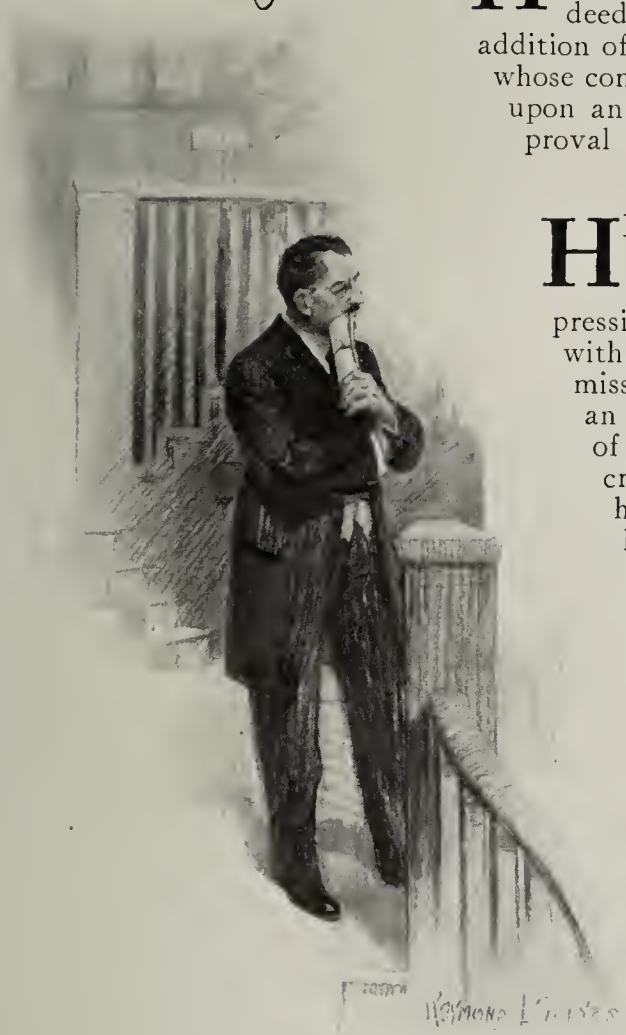
HE GAZES AT LIFE through a window pane, and does not view it through a lens. Therefore, he sees all things clearly—since he does not permit prejudice to distort his vision.

HE CONTINUALLY guards himself against the error of diminishing the value of any man's work because of a personal antipathy. And on the other hand, he is just as careful not to make the equally great mistake of exaggerating the virtues and attainments of those whom he loves or likes.

HE FORMS NO definite opinion on any subject until he is qualified by the possession of information, sufficient to reach a sane, unbiased conclusion. He does not heed gossip or slander. The one is bred of thoughtlessness and the other is a bread of malice.

HE DESPISES THE anonymous attack. Honesty never wears the badge of the sneak. He waits to hear both sides of a quarrel and insists upon maintaining a neutral attitude until he knows enough to judge fairly. Truth does not hide in the grass.

HE ADMIRES MANY whose essentially personal characteristics and inclinations do not appeal to him. Admiration is the approval of deeds—not persons. It is a calm, clear sum total of abilities, in the addition of which the symbols of friendship do not figure. Many men in whose company he finds no pleasure and whom he does not desire to meet upon an intimate social basis, none the less receive his enthusiastic approval in their achievements.



HE SEARCHES BENEATH both dress and address for ability and stability. He knows that tailors cannot change the cut of a man's character, and that talent is not always glib in its expression. He does not make the common error of confusing education with intelligence. The world is filled with good brains which have missed the opportunity of training. Intelligence is an instinct and an experience, while culture is largely a schooling—a memorizing of facts and rules and incidents. Initiative cannot be taught; creative tendencies cannot be lectured into a head; the senses of honor, of self-respect, of dignity, of charity, of construction, of leadership, are birthrights.

THE FAIRMINDED MAN is never a snob. He exercises his right to choose his associates from those with whose ideas and ideals he is in sympathy; but he does not assume that the rest of the world is wrong or inferior or foolish. He measures facts on honest scales, and weighs folks as he finds them, not as he hopes or hears or wishes them to be.

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From a Mural Decoration by John W. Alexander, in the Carnegie Institute, Pittsburg, Pa.

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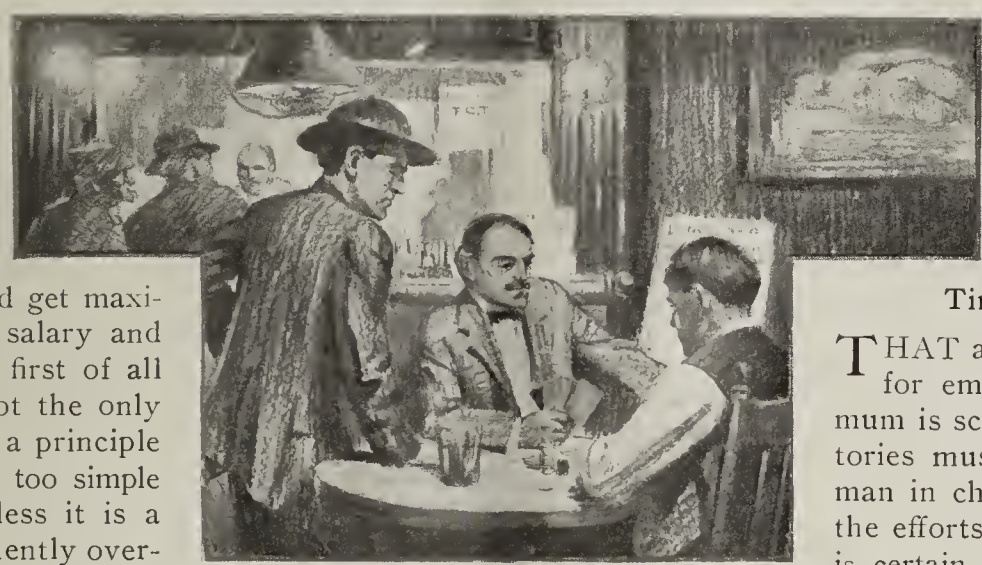
MAKING MEN EARN MORE

The New Attitude of the Employer Toward the Employee—Improvement of Mind as Well as Matter an Essential to Business Success

By Fred Cook

THE preceding articles of this series related entirely to the worker himself and presented some definite plans actually in use whereby the worker is made more efficient by the introduction of various bonus and profit-sharing schemes and through schools and inspirational suggestions. This article, on the contrary, tells how to supplement these essential features and why employers the world over are finding that the 100% efficient workman must be well equipped, must have the co-operation of a perfectly planned system and must work under healthful and sanitary conditions. It tells also how certain employers are going even farther than this, and are influencing, safeguarding and protecting their employees not only during the work day but in their leisure hours. It contains suggestions from which every employer can profit.

The influence of the employer in promoting the health and well being of his employees should not be confined within factory walls or time clock limits.



What they do with the remaining 13 or 16 hours is quite as potent in promoting or injuring health and good will and consequently in promoting or injuring efficiency.

THE employer who would get maximum returns from his salary and wage expenditure must first of all realize that the employe is not the only factor in production. This is a principle that at first thought may seem too simple to require mention; nevertheless it is a fundamental truth that is frequently overlooked.

A contractor in an Indiana town agreed to dig a drainage ditch and set about the task of organizing and equipping his force. He wanted to make as much profit as possible and so picked up a motley assortment of second-hand spades and shovels which were suffering from broken handles, sprained blades and chipped points, but which were cheap. The men kicked but their protest availed nothing until at the end of the first week it was found that the labor cost per rod had exceeded the price the contractor was to receive. Then the men were equipped with new shovels and immediately the dirt began to fly faster, the work was accomplished better, and the labor cost fell by nearly 50%.

That is a homely illustration of the fact that in order to make personal labor return the highest dividends it is not only necessary that the individual be trained, inspired, encouraged, and paid to do his utmost but other factors over which the laborer himself has little or no control must be such as to make maximum production not only possible but easy.

Just as the ditch digger needed first-class tools to perform his best work, so the worker in any line needs the co-operation of the best equipment, an efficient system, and an environment conducive to work. A stenographer in the employment of a Chicago commission house did such poor work and so little of it that she was released from her position, yet when she accepted a similar position with a competitor she proved herself the best operator the house had ever engaged. The difference lay solely in the fact that the new employer furnished a better machine and had her desk placed where daylight instead of electricity was the lighting agent. And this same principle will apply all the way up and down the scale

Time and Motion Studies

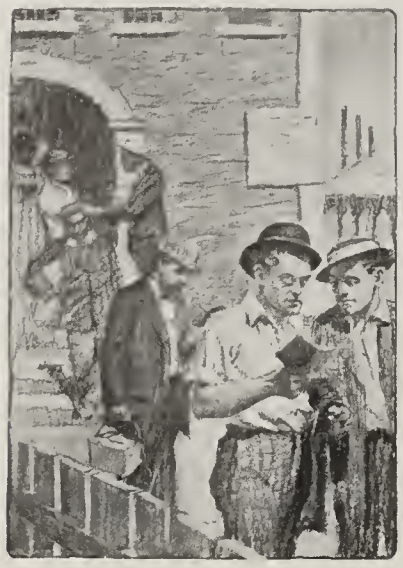
THAT a system must be right in order for employes to produce their maximum is scarcely debatable. Work in factories must be routed properly and the man in charge must know how to direct the efforts of his men or inefficient work is certain. This brings us to the consideration of that much discussed business panacea, Scientific Management, which has been the headliner on the business stage for the past few years.

Scientific Management has accomplished much in making businesses more efficient. About the only phase of it however, which concerns this article is its introduction of time and motion studies in order to find out just what is the most economical way to do a certain piece of work.

There is nothing mysterious or magical about the process, although some writers seemingly have tried to shroud it in a drapery of mysticism. In plain English all there is to it is this:

There is a right way and a wrong way to do every piece of work, and Scientific Management undertakes to find the right way.

For example, when left to our own devices most of us learn to operate a typewriter by haphazard pegging away with



A good "House Organ" is an excellent medium for giving suggestions, and one large manufacturing company has recently adopted the plan of handing out little booklets containing simple instructions as to diet, exercise and kindred subjects.

two fingers. But someone has discovered that by assigning a finger to each key and keeping to a definite, prescribed system a whole lot of waste motion is eliminated and a great deal more work accomplished with a smaller expenditure of energy.

The fellow who discovered this might have called himself an expert in Scientific Management for the time and motion studies of this science are on exactly the same principle. By observing workmen at their tasks the exponents of Scientific Management have been able to discover useless motions which might be eliminated and so shorten up the process and increase the volume of work. The object in all this is simply to straighten out the curves in work—to find the efficient short cut and then take it—to settle upon the method of doing a task that is most economical in time and effort and then standardize it. It is said that by this method four-fifths of the motions usually made in bricklaying, for instance, have been eliminated.

Mr. Frank B. Gilbreth, a recognized authority on time and motion studies, is said to have perfected a clever device whereby it is now possible to measure exact range of motions and the exact time consumed in doing a piece of work a certain way. By means of this device comparative figures on the merits of competing methods in various trades and industries have been made possible.

At first a great difficulty arose in the absence of a desirable means for teaching the new set of motions to a workman. Then John G. Aldrich, another well-known Scientific Management expert, bethought himself of the moving picture. Since then the films have been used to great advantage in many cases in teaching the shorter method.

There can be no doubt that these time and motion studies have in many cases resulted in the establishment of work systems which have greatly increased output. Yet they have not been as uniformly successful as first reports indicated. For theories, no matter how well grounded, always get the smooth edges worn off in practice and other factors enter into the consideration that make impossible the ideal conditions the theory bases its premise upon. For instance, it is entirely within reason to suppose that many a workman who has gotten into a certain routine by reason of a lifetime habit would be unable to adapt himself to a new set of motions. He might, therefore, be a more efficient workman under an imperfect, motion-wasteful system than under a newer and theoretically better one that he could not master.

Then, again, the workman is often suspicious of new systems and is in the wrong frame of mind to co-operate with them. These are things that Scientific Management in the abstract often fails to take into account, and that, no doubt, is the reason why more than one factory has been disgusted with the lack of results following the installation of some expert's system.

At a meeting of the Western Economic Association recently held in Chicago, Scientific Management came in for a grilling by many delegates, who asserted that it contemplates the substitution of cheap men for high-class mechanics, and that the workmen are not given the full benefit of increased output. These insinuations, of course, are hotly denied by enthusiastic supporters and undoubtedly arise from a misapplication of the idea. One of the speakers at this convention, however, presented an interesting and slightly different angle of the situation when he said the highest degree of efficiency could only be obtained by scientific selection, assignment and management of employes.

"Haphazard placing of employes," he said, "results in business disaster. The positive type of employer, if given men of his own degree of positiveness will arouse dangerous antagonism. The negative type, if given men of his own sort, will fail to arouse enthusiasm. The positive foreman must have men several degrees more negative than himself in order to produce harmony, and vice versa."

The base ball manager knows what it means to keep his men "on edge." The factory manager will do well to insist on the same conditions.

Club rooms are fitted up with pianos, reading rooms, gymnasium equipment, and everything calculated to enable the employee to spend an evening in a manner that will not impair his capacity for work. The one-family idea is in force in many institutions.

In general, the factory and business man may rest assured that Scientific Management has something for him. It is at least worthy of careful study and investigation but he will do well to see that the personal element is not overlooked, and that no mere theorist be given free rein to make arbitrary changes regardless of local conditions or the personal element.

Satisfactory Working Conditions

ENORMOUS as are the figures claimed as savings due to increased labor product through Scientific Management, there is another movement which has been gaining headway for years that has in the opinion of eminent business authorities accomplished even more. It is the tendency of employers throughout the country to cater to the comfort and health of their employes. It is best known under the one comprehensive title of welfare work.

Yet this title is more or less misleading since it carries an impression of philanthropy with which it can no longer be associated. It is not long since long magazine articles on this subject were given over almost wholly to recounting the welfare work instituted by one, or at the most two or three employers. We were told how these firms provided light and well ventilated work rooms for their employes; how electricity was substituted for steam as a means of securing greater cleanliness; how exhaust systems were installed by which the dust from brass polishing and similar machines was carried away from the eyes and the lungs of the workers; how the air was

(Continued on Page 370.)

Don't Tie a Man's Hands
If You Expect Him to Sell Goods

The Second of a Series of Articles on Selling Goods in Foreign Countries

By John Chapman

It cut mighty deep to work that out from the original Portuguesse and then have some one turn the order down on the ground of "policy."

ONLY my fellow travelers in foreign lands who have learned geography by going there realize the feeling of utter helplessness which comes over a salesman when his hands are tied hard and fast by his house and a juicy order hinges on some slight deviation from their instructions.

I've stood first on one foot and then on the other in so many countries in just such situations that the sensation no longer links itself in my memory with any particular place or tongue.

Here's the kind of thing I mean. In 1898 I was selling from Para, Brazil, to Guayaquil, Ecuador, eight carefully selected lines which especially appealed to the drug trade. One of these firms I represented made an excellent line of perfumes and toilet waters. My first trouble came over an order I took in Pernambuco when I specified that a certain expensive full bloom rose be packed in grosses in wooden boxes instead of in dozens in counter display boxes as listed.

When I got to Montevideo I learned that this item had been cancelled and that as the letter read "we must repeat our instructions and lay down a hard and fast rule that the specifications in our '97 catalog are to be followed in every instance. Without a doubt if you had borne our wishes in mind you could have sold the item in question in regular dozen packing."

I won't quote the rest, it read well but the fact remained that that order had hinged on my figuring out that the only way the Pernambuco firm could buy our line cheaper than from France was by the special packing required as it kept down the duty in two distinct ways, by a perfectly legitimate classification escaping a clause on "and their immediate receptacles plus any cartons or boxes not a part of necessary protection in transit," and one regarding "lithographed cartons whether or not containing salable products."

I don't mind confessing that it cut mighty deep to work that out at night from the original Portuguese by a cheap hand lamp (the hotels were in quarantine just them and I slept—or tried to—in a sanitarium) and then have someone on the grounds of "policy" turn down a less expensive packing and a $400 order just to teach me a lesson in selling goods.

I suppose that I ought to have cabled my resignation, so far as that line went, right there, but the line was A1, good to look at, and, to borrow the superintendent's pet phrase, "wasn't all labels but had the guts," and every combination salesman knows the value of such a line for re-orders later, so I swallowed hard and acknowledged the letter.

I won't mention the name of the biggest and best wholesale drug firm in Buenos, it's the one that the manufacturing chemists in all parts of the world want on their list *first*.

It just chanced that I was in right with their specialty buyer—an American who also used to sell office supplies till he married the daughter of the president and settled down there in the Argentine.

After a game of billiards at the Commercial, we went to my rooms and opened up my perfume sample trunk. The line was certainly a beauty and I sold several dozen items without removing the bottles from their blue velvet compartments.

Then, of course, he began to pick and choose and the items came one by one.

Finally he held a bottle in each hand and turned to me, "John, here's something I can sell. This wistiria, only with the fan stopper on this Arbutus."

Inwardly I felt as though an elevator had stopped too quickly.

"Why, that would be a rather peculiar combination. Don't you think the other is better balanced?" I queried, hoping against hope that he'd agree out of courtesy even if he passed the item by entirely.

But by this time he'd exchanged stoppers which unfortunately were the same size, and like a genius at the moment of his first invention gazed with mother love at the new combination, admiration fairly streaming from his eyes.

"Gee, but that's a knock out," and with his eyes glued on his creation, he continued, "Put down three hundred dozen and leave me this sample and I'll be writing you a repeat for more before you get out of Santiago."

I could see his interest in the whole line ooze out as I failed to respond to his rhapsodies, and when I finally simply had to tell him that I couldn't take the order for his personal combination, it hurt me to think that I had queered myself no little amount by being connected with a firm who would not give me one hand free.

To make a long story short he wanted the package so badly that I sent a $25.00 cable at my own expense mostly in code, only to get a one word negative reply to my request.

My reply was equally crisp, reading, "I resign, letter follows," and I paid the extra $2.00 gladly to see the way it looked in plain English.

That cable of mine "saved my face," as my Chinese friends put it, and enabled me to interest my friend in my other lines. In fact, in dollars and cents I broke even because he perhaps naturally felt that I was tossing away salary and commissions because my firm wouldn't please *him*, and it's human nature to treat any one right who digs down in his pocket to please you, and when that fails stands by you to the last ditch.

I wouldn't be half fair to a lot of the firms for whom I've sold goods from St. Petersburg to Colombo, if I didn't state out and out that the great majority are willing to make all reasonable minor changes such as these in order to get business, and that they give me credit when I put it up to them with actual sales, for doing my level best to sell as per specifications.

When I was in Iquique last Fall one of my customers handed me a letter just in

There's no use telling them—they would'nt believe it anyway.

from the States. The first paragraph was in good Spanish and apologized politely for the balance of the letter being in English, which was necessitated in order to catch the mail and save a fortnight.

In a simple, straightforward manner it explained that a certain ink container ordered was only customarily supplied for a certain style of ink, and that consequently labels up to their standard of attractiveness were unfortunately not available. The letter expressed the courtesy of their patronage, and advised that by having a special die made, they were cutting the border from a label used on another style which they felt would prove satisfactory, and trusting that their efforts would not prove displeasing.

I certainly did dig out my best Spanish in translating the message, and made up my mind that I'd tie up to that line when I next visited the States.

As I might have guessed, they had their own foreign salesmen and didn't combine, but the little talk I had with their export man, who was a good listener and a good questioner, made my mouth water, and if I could have afforded to give up my steady commission on lines I've held for many years, I think I'd have done it just for the fun of feeling when ten thousand miles away that a real export man was waiting for my orders and ready to keep his desk open till midnight to help me pile up sales.

I asked him about special packing and whether they had demands for changes in goods listed. It did my heart good to listen to the sensible way he told of his efforts to sell the line "as is," and of his efforts to please real customers (not curio collectors) in a pinch.

In his efforts to produce a mucilage line to retail at six penny, to compete with local competition in England, for a good customer, he'd turned out a better package than the regular domestic ten cent size at a dollar a gross less cost, and this saving with its better appearance caused its immediate adoption in the States.

I didn't stay as long as I'd have liked to, but did manage to repay the pleasure of meeting him with some good tips on customers in Egypt, backed up by personal letters.

When I sell goods I don't want to know their cost; it's a hindrance to know more than the best lines from a profit standpoint, and the ones to use only as levers for other goods.

Low prices with profits trimmed down to the limit never made good at home or abroad, because they make the manufacturers look too closely at expenditures and absolutely bar the salesman from liberal replacements and necessary entertaining.

Some firms who have told me frankly that there was good profit at their export prices have tied my hands worse than any others when it came right down to the crucial moment.

I happened to know the prices they sold their line to the Washington government, and knew that there was some profit even on that basis, so when through a good friend in Melbourne I got a tip that the Victorian Railways were about to close their tenders for supplies, I cabled the firm I represented asking permission to quote an extra 10% to the Railways with a modest 5% to their local agent, and had inside information that this would land the business at just the figure quoted by a local firm on an English brand.

You can imagine my dismay when they wired a refusal with an explanatory code word that it was against policy.

Naturally the Railways' business was on large sizes of paints and paint removers, where the profit was best, and they wanted only the first grade, which I had been urged to sell as more profitable, so the extra ten and five at most was better than the margin on any of their shilling lines.

When I got back I went over the head of the export man to the manager, and he apologized for his own snap shot decision and actually made me take a commission just as though the goods had been sold at the prices I quoted, and now I have a free hand because they know I don't shade a price unless there is a legitimate reason for it.

In my experience of twenty odd years on the road I've never had my hands tied on expenses, principally because as a combination salesman they've seemed small to my firms, and when I've handled only one line at a time it has been on a fixed travelling allowance.

I can see that it must be mighty hard for a desk man to decide just where to draw the line on legitimate and exorbitant expense accounts, but it seems reasonable to expect the men trusted with a firm's reputation and future in foreign countries to use their best judgment on expenditures.

As a proof that too close an eye and too great suspicion are not money savers, I remember a case in Buenos Aires some years ago. When I was ready to leave, the railway to Santiago was closed for the winter and would not open for another three weeks or a month. This, of course, was years before the tunnel which now makes it a year round proposition. I asked a very decent chap from Chicago, who was selling canned goods to the wholesale trade, to bunk up with him round the Horn, but he refused and told me why.

(Continued on Page 375.)

Got caught in a washout on a little railroad in Central America, that looked like a Christmas present to a kid.

SIDE PROFITS of PROFESSIONAL FARMING

Cash Prizes and High Prices the Rewards for Intelligent Methods of Agriculture

By Clyde Alison Mann

THERE are two men in this world who can get their own price for wheat and oats. They have nothing to do with the wheat pit or the oats pit of the exchanges, either. They have no corner on the market. They are simply plain farmers and the grain they sell is for seed.

Their position among the farmers, however, is a privilege such as most men, even the heads of the biggest enterprises, would envy. There are plenty of men who would accept the privilege in much the spirit of the ne'er-do-well who asked for the job of night-watchman in the mint—for just one night. They would put a top-notch price on all the wheat they could sell and give mighty little care to the kind of grain they supplied.

But the fact that Seager Wheeler's wheat and the oats of J. C. Hill and his sons will command any price they may see fit to ask, or think fair to ask, is due to the fact that they have lavished infinite pains upon the breeding of their specialties, not as seedsmen, but as professional farmers, and they have won their position by the very virtue of fidelity to details and quality which would make it impossible for them to give their name to inferior grains merely for immediate profits.

It teaches a man honesty to go into partnership with Nature, as they have done, and patiently, step by step, improve the quality of their output. It particularly drills integrity into the kernel of one's soul to find out how abundantly Nature rewards just such honest effort.

Everyone knows what wheat sells for in the market nowadays—around a dollar a bushel; and oats of the common variety brings around thirty-five cents a bushel. Contrast with these figures the prices of $3.50 to $5.00 a bushel for wheat and $3.00 to $4.00 a bushel for oats. There is a difference worthy of reflection; a suggestion of what can be done when one makes farming a profession rather than a grind. If the figures would not run too large for comprehension, one would be tempted to sit down and figure how many bushels of wheat and oats are sown annually. But what's the use? However impressive the totals might sound, no one would really be the wiser. But the seed wheat market is stupendous, and so is the seed oats market—at least it would be if every farmer realized as the professional farmers do what a thundering difference the seed makes in the crop yields. They are coming to understand this difference more and more, and the big forces of the Dominion of Canada—the government and the railroads—are making much of it, in an attempt to create a better standard of agriculture. It is due to the recognition of this difference in its relation to general business that Seager Wheeler and J. C. Hill and his sons have been brought into the spotlight.

Wheeler caught the attention of the world in 1911, at the New York Land Show, when he won a prize of $1,000 in gold offered for the best wheat grown on the continent, and by its winning got back more than the money he originally paid for his 160 acres of land near Rosthern, some fifteen years ago—a neat little side profit that tickled him immensely. It surprised him as well, for he had not done much competing for prizes. Once or twice he had entered a local competition and come off with honors, and was emboldened to seek wider fields by competing at the Regina fair, because he had been one of the judges at a previous competition and seen that prize wheat was no better than he was growing as a result of some years of careful seed-selection. He had found some heads of wheat in his fields from a single one of which he had grown wheat which weighed two and a half pounds. His exhibit at the

"All the seeds from one plant are sown in one row and produce an evenness that can be gotten in no other way."

Regina fair the next year, carefully arranged in a specially made case, brought him a number of prizes, and he learned something of the value that appearance adds to an exhibit placed in competition. But he had learned more difficult things than this in learning to grow wheat that produced as high as eighty bushels to the acre—the American average is fourteen. He was ready with the handsomest kind of exhibit when finally encouraged to compete in the New York Land Show. He won—with a bushel of Marquis wheat that yielded 75 bushels to the acre, and weighed 62½ lbs. to the bushel—2½ lbs. more than the standard weight.

Mr. Wheeler is a modest, retiring man, for all his honors. When they asked him how he came to grow the prize-winning wheat, he said quietly:

"The wheat sent to New York had no advantage over the other varieties grown on the farm. As a matter of fact, it was grown on the first piece of property broken on the farm. This piece has been under cultivation ever since, being sowed with wheat, barley, potatoes, etc., in rotation, with a summer fallow in between. I sowed some Marquis wheat procured from Dr. Saunders of Ottawa and W. A. Munroe, of the Rosthern experimental farm, in three different plots. It ripened a few days earlier than the other wheat on the place, was cut in the usual manner, and threshed and cleaned as usual. Then it was prepared for the New York competition.

"For the past four years," he added, "I have worked under the rules of the Canadian Seed Growers' Association, starting with a plot of one-quarter of an acre, selecting from this the finest berries from the best heads, and sowing them the next year. Each head is taken care of, and when planted all the seeds from one plant are sown in one row. In this way I secure an evenness that can be gotten in no other way."

It sounds simple and sensible—but common sense is not so common after all, and many an old-fashioned farmer would laugh at this patient hand-selecting method that has brought Mr. Wheeler $3.50 to $5.00 a bushel for his grain. That, however, is professional farming.

The same sort of common-sense has been brought to bear on farming by J. C. Hill & Sons, who won the Colorado trophy at the national corn exposition at Columbia, South Carolina, in March. Both Wheeler and Hill are Englishmen, new to farming when they came to Canada. Wheeler was an Isle of Wight lad, working at first on a railway construction gang; Hill was one of the Barr Colonists, who were once the laughing stock of Canada, and who now have turned failure into success and ridicule into respect. Their handsome, thrifty farms are clustered near Lloydminster, along the line of the Canadian Northern in Alberta, where in 1903 tents housed a shivering group of half-starved English emigrants, turned adrift in a new country with no knowledge of conditions and no skill in shifting for themselves.

The Barr Colonists left London on Easter Sunday of 1903, two thousand strong. They were educated, professional men and their families who had felt the "back to the land" call, and hoped to grow up with the new country where the government would give you a homestead of rich, fertile soil, and the sunshine would raise you a crop. They were not agriculturists. They hardly knew a binder from a harrow. They had no idea of what settling in a new country ahead of the railway meant. Ministers, doctors, nurses, clerks and artisans made the sea voyage to the new land, travelled by rail to Saskatoon, then the end of the Canadian Northern, and waited—and then waited some more. Finally Mr. Lloyd, after whom the town of Lloydminster is named, secured transportation for them, and the party trekked in carts across country from Saskatoon to Battleford. The Government official there telegraphed for supplies and fed the party, which had neglected to provide a commissariat for themselves; and then they settled down to the "growing-up-with-the-country" process.

The stories they tell in Western Canada about the early days of the Barr Colonists are ludicrous, if they were not so pathetic. One Englishman was discovered knee-deep in a creek, tilting up the tail of his wagon to depress the pole and permit his team to get their heads down to drink. Another tried to milk his cow at whatever time of day milk was needed in the house. One Englishwoman started to raise poultry, purchasing a dozen Plymouth Rocks and a Leghorn rooster. The old-timer who recounted the story duly chuckled at the recollection of her attempts to make the hens set.

"She caught up every one of the lot," he explained, "but not a darned one of 'em would set on the nest-boxes, an' she told her troubles to Lew Everett when he drove by on his way to town.

"Lew told her she was going about it wrong. 'See that handsome chicken with the big red comb and the plumy tail-feathers?' s'he. 'Wa'al, that's the setter.'

"She put in the next two hours trying to make that rooster know his ultimate destiny was to sit on those eggs, and Lew came by on his way home.

" 'Let me show you how we do it in Canada,' he told her. 'You take an auger—so—and bore two holes through the bottom of

Moved their grand pianos and Persian rugs into the log shacks of their first habitation.

the nest box—so—an' put the setter's feet through the holes an' tie 'em—so—an' now he'll set all right.'

"Hanged if she didn't keep that rooster there until a mounted policeman cut him loose three weeks later."

Such were the experiences of the English colonists at the time when they were moving their grand pianos and Persian rugs into the log shacks and tents of their first habitation. Some of them went back to England; some drifted to the Western Canadian towns; but the hardier stuck. They still have the grand pianos and Persian rugs, which are not common in prairie farm houses; and they have succeeded in farming to exceed their hopes on that Easter Sunday of 1903 when they left the smoke of London behind them and travelled towards the new land. J. C. Hill's case is an example of their application of intelligence to the business of farming, making it a professional occupation, a fine art, and getting the extra profit that comes to the specialist who makes himself necessary to the world.

Five years after their arrival, a visiting English journalist stopped at Lloydminster, and met the Barr Colonists, among them Mr. Hill. The following passage from his diary is eloquent:

> "At Lloydminster, there was a great crowd and a miniature agricultural show on the platform. This is the center of the Barr Colony. Seven or eight Englishmen from the colony rode with us to Battleford, delighted to pour their troubles and triumphs into our ears. Asked after cricket and politics at home, talked a great deal about crops, threshing, oxen, shacks, colts, and things I could not understand. They have become leavened with Canadian ideas, good farming methods, and that sort of thing, and all of them are like enthusiastic missioners. Their accent is English enough, but their spirit is transformed—must be the product of the crops and cattle they talk so much about."

Brought back more money than he originally paid for his 160 acres.

This is a picture of the work of five years. Today, ten years after their arrival, one of their number has carried off in open competition from the whole North American continent the prize for the best bushel of oats at two expositions—for in addition to winning at the National Corn Exposition at Columbia, J. C. Hill & Sons won the $1,000 prize for the best bushel at the Columbus, Ohio, Corn Show last year.

Nor are these two men, Wheeler and Hill, the exception in Western Canada. As Wheeler said of his prize wheat, they have no advantage over the other modern farmers of Western Canada. All along the Canadian Northern line, from Lloydminster down to the branch that passes Wheeler's farm and will some day carry the grain of the Rosthern and Lloydminster districts to ocean-going vessels docking at the new Hudson Bay ports, you will see farms comparable to those of Wheeler and Hill, crops varying but little from the standards set by them, and prosperity where fifteen or twenty years ago there was nothing but empty prairie and the lush grasses growing out of the rich black soil. More and more the professional farmer is taking the place of the rule-of-thumb man, and winning the rewards of his intelligent methods of agriculture.

FINDING ANOTHER WAY OUT

Four Cases Where Great Success Was Attained After Apparent Failure by Simply Changing the Original Plans

By William Wallace

CASE ONE—Featuring the "Exclusive" Quality

WHEN a certain brand of evaporated milk was put on the market a few years ago it was advertised as possessing all the virtues and nourishing properties of fresh milk, but for some unaccountable reason it had a slightly bitter taste.

This was not considered by the manufacturers as pronounced enough to be objectionable, but the unfamiliar taste was noticeable and aroused suspicion on the part of the women customers. Thousands of dollars were spent in an advertising campaign and dealers were coached in the best method of answering the complaints about the bitter taste, but in spite of all, the prepared milk would not sell.

So much money had been spent by the company that they were determined not to abandon the proposition if there were any way possible of overcoming the one objectionable feature. As the chemists kept pointing out, the slightly bitter taste did not in the least affect the quality of the milk, but the women detected it and returned the cans to the grocers, demanding their money back or some other brand. The chemists showed how they could get rid of the objectionable taste, but frankly admitted that the doctored product would not be strictly pure milk, and it was upon its guaranteed purity that the manufacturers based their whole campaign.

The situation seemed hopeless. For weeks there were conferences—almost daily—between the officers of the company, the chemists, the salesmanager and representatives of the advertising agency that was "handling the account." They were all satisfied that the evaporated milk was superior to the various brands of condensed milk then on the market, but apparently no amount of publicity would overcome the prejudice and suspicion aroused by the "tainted" taste.

"I've got it," shouted one of the advertising men one morning at a conference, when everyone was about convinced that it was useless to continue the campaign. "We'll feature that taste! We'll make capital out of it! Advertise that a slightly

pungent taste is the proof of purity—none genuine without it. Advertise that this is the only milk which is not treated by injurious chemicals. Warn the women to beware of canned milks that do not have this taste. Feature this measley little taste and make it our exclusive talking point."

The suggestion instantly appealed to the others, and enough money was appropriated to carry on a two months' campaign along this line. The "pungent taste" was played up and the new angle of presentation appealed to the women. Instead of being prejudiced against the brand, they were soon converted and before the two months were up, the management was at work on a plan for enlarging the factory.

Instead of trying to cover up or explain away what appeared to be a real objection this very characteristic was emphasized, featured, thrown into the lime light—and eventually brought returns on the hundred thousand dollars that the management had been ready to write off the books as lost in experimental work.

CASE TWO—Building a New Town

THE experience of this firm may not offer a practical solution for the problems of other business men, but it is a significant illustration of how an apparently hopeless situation may be saved by approaching it from a new angle. Failures in new undertakings are frequently due to the fact that men stick doggedly to beaten paths and it is equally true that conspicuous successes are often acheived by approaching problems from new angles—finding another way out.

The fight against grade crossings in Chicago a number of years ago culminated in the passage of ordinances requiring all the steam railroads to elevate their tracks. The improvement was staved off just as long as possible, but finally the railroads bowed to the decrees of legal advice and public opinion.

As the cost of hauling the "filler"—dirt, sand or gravel—was one of the biggest items of expense the roads naturally sought available supplies just as near the city as possible. One company bought a two hundred acre farm adjoining its main line only twenty miles from the heart of the city. The land was too hilly for easy farming, and the company got it at a fair valuation by taking the entire tract.

Sidings were put in and two steam shovels began to load the gondolas. The work progressed rapidly enough at first and then began to slow up. The surface was loamy; underneath was a stratum of light clay and under that was a heavy, sticky clay. It was with difficulty that the shovels cut through it at all and the heavy clay stuck so that the shovels would not dump freely.

A hurry-up call to the engineer in charge of the work brought out a carload of "Bojacks" and they were set to prospecting in different parts of the farm. Everywhere they struck hard clay. For about a week the big shovels were kept going and then the engineers called a halt. The shovels were moved thirty miles further down the line, where the company owned a gravel pit. the ease of handling the sand and gravel more than offsetting the expense of the longer haul.

For years the company held onto the farm without getting enough out of it to pay the taxes. It had proved unsuitable for the particular purpose for which it was bought, so it lay idle and neglected. The investment was not great for a big railroad, but the property remained unproductive.

One day the division engineer was going over the road with the president, when the train was blocked near the old farm.

"I have often wondered," commented the engineer, nodding towards the weed-grown acres, "why you don't build a suburban town out here and convert this old white elephant into a source of revenue."

In a minute the president took in its possibilities. The trees and the hills would bring joy to the heart of a landscape architect. It was an ideal location for a suburb —anyone could see that as soon as his attention was called to it. Ever since the days of Columbus it has been easy to make an egg stand on end.

The land was subdivided and some of the railroad officials were given lots on which to build homes. The location was far enough out to appeal to those who wanted to get clear away from all suggestions of the city, yet near enough so very good transportation could be provided. The lots were advertised in the company's cars, on their time cards and at the city stations. Not a dollar was spent for advertising in any other way; today this is one of the most desirable residence suburbs around Chicago, with all modern improvements, and growing rapidly. Land that was bought at $260 an acre sold for $400 to $800 a lot, and the company is assured of a growing passenger and freight business from the suburb in the years to come.

CASE THREE—Vitalizing the Premium Offer

THE average business man would never have a similar situation in his business, but there are unrecorded millions tied up in vacant property idle equipment and unused material because, apparently, unadapted to immediate needs. Capital is tied up and unproductive until some advertising man, some engineer or some modern Columbus happens along, approaches the situation from a different viewpoint and sees in it undreamed possibilities.

A few years ago a Buffalo man started out in a small way to manufacture aluminum novelties. His capital was limited and his equipment was small, but he finally pulled the business over the dead center and gradually added new lines. One day a man in the mail order business called to see him about making a cooking set—combined roaster, steam cooker, egg poacher, etc.—that could be sold through agents. To manufacture them meant the installation of new machinery, but the buyer apparently knew his business and he convinced the manufacturer the additional investment would be warranted.

A deal was made and as soon as possible the new equipment was installed. Apparently they had struck a winner, for the cookers sold from the very first. The dealer eagerly signed up a contract for a thousand sets a week and the manufacturer in turn ordered additional stamping machines and contracted for a large quantity of sheet aluminum.

Soon after the new equipment had been installed and the business was just getting under headway, a large aluminum ware concern, having carefully watched the successful introduction of the combination cookers, entered the field with a similar set, but better in every way—deeper pans, heavier metal and lower price. With its superior manufacturing facilities and inside prices on sheet aluminum, the big competitor —it was known as a "trust"—soon had things its own way for the agents hastened to line up with the firm which could make better goods at a lower price.

The dealer who had devised the scheme in the first place knew but one channel for distribution—through agents—and when he found that outlet effectually blocked by the big competitor he abandoned the proposition without trying to find another way out. It meant little to him in one way for he had no money outlay, no investment that was jeopardized. But it looked like bankruptcy to the manufacturer who had notes coming due for the new equipment he had installed, and the sheet aluminum that was piling up in the warehouse had to be paid for.

The manufacturer had neglected his original line of novelties because the cooking sets gave promise of larger returns, so now he appeared to be "up against it," but he was the kind of a man who never runs up a white flag. He contended that there

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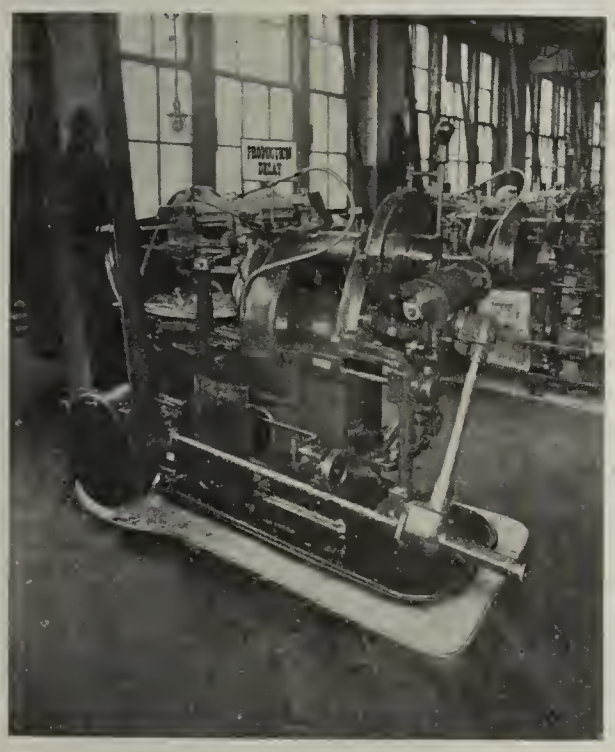
UNDER the MANAGER'S EYE

How the Efficiency Expert in a Large Plant Discovers Hidden Leaks and Applies the Remedy

By James Cooke Mills

Photographs and forms furnished by C. Wm. Bayne



A colored card having the reason for delay printed thereon enables them to have the difficulty quickly remedied.

THE old policy of "What the Officers Don't Know Won't Hurt Them," has been driven out in at least one large enterprise, and by systematic searchlight into the inner affairs and causes of inefficiency, this concern wards off all approach of trouble.

Some concerns drift along, giving little heed to small things—driblets here and there—evidently believing that they are not worth while, but this company employs an expert investigator and promoter of efficiency, with such good results that it is confidently believed he saves to the company every month a sum equal to his yearly salary.

When the present policy of delving into the hitherto unknown elements of efficiency was inaugurated in this plant, much opposition to it was aroused among the workmen. The plans for obtaining higher efficiency involved many changes of a minor character in handling material "in process," and naturally increased the overhead charges for a short time. The mechanics, at first not understanding the motives or purposes of determining their relative efficiency, were distrustful of the whole proceeding; while the foremen, not liking the fierce searchlight thrown on the conduct of their departments, were fearful that the production would be lowered and the overhead permanently increased.

"Why," they asked, "do you fret us with these changes; we haven't time to bother with this red tape. Production is *the thing,* don't you know that?" To which contention the patient investigator could only assure them that his plan, if faithfully followed, would soon not only increase the production, but would reduce the overhead to a surprising degree. They had been trained to turn out a big production, which, of course, was all right enough, but in striving to that end they had lost the proportion between that and the costs of operations. This was only natural; *but the same conditions exist in thousands of factories today.*

Making His Influence Felt

AFTER the new plan had been in operation for several months a surprising thing happened. The mechanics all at once seemed to awaken to the fact that it was a good thing for them. Their output, which at first had decreased slightly, then took an upward trend and their pay envelopes fairly bulged with money. As the early difficulties were gradually smoothed out, the production slowly increased, the overhead became well fixed, and even the foremen generally were satisfied. And now, after about three years of increased efficiency throughout the big plant, the workmen are enthusiastic about it and the able promoter. Instead of looking upon him with suspicion and dislike, they now hail him as their best friend. For they know that, under his keen, scrutinizing eye, the infallible efficiency records evolved show their true value to the company in dollars and cents. They also know that, while their slightest dereliction of duty will be clearly indicated in the factory records, their efficiency will likewise be shown with unfaltering fidelity. But best of all for them, their efficiency has steadily increased so that many of the mechanics, working on the piece wage scale, have increased their earnings from 30, 32 or 35 cents an hour to 45 and 50 cents. The efficiency expert, being a skilled mechanic himself, as well as a systematizer, has shown them how to be of their greatest worth to the company. Is it any wonder then, that, treated with unfailing

The orderly arrangement of the machine gears on the rack renders them easily accessible to the operator.

One man runs several machines which are fully automatic. All that is necessary is to put in a gear blank, turn on the oil and power, and the machine throws out the finished gear.

(Continued on Page 372.)

THE CLEARING HOUSE

A Department of Business Ideas, Information and Discussion as Presented in Other Magazines

New System of Express Rate Tariffs

THE men who stand close to the express business, believe in it today even more firmly than they have believed in it in the past, says Edward Hungerford in *Business America*. They are bending every effort to bring their business into conformity with the newest and most progressive of accepted business practices. They have worked, and are still working, in co-operation with the Interstate Commerce Commission in the solution of many difficult problems in package transportation. Profound consideration has been given and is still being given to the devising of a system of rate tariffs simpler than the present system and less likely to admit of errors. When these new tariffs are adopted, it will probably be found that express stations in blocks of approximately fifty miles square will be grouped so that for rate purposes, at least, all the stations in one block will be treated as if they were but one station. When these tariffs have finally been fixed, the shipper can easily keep his rate card hanging above his desk, and he can compute for himself the rate on any size or description of package, and to his entire satisfaction.

Regulating Strikes in Peru

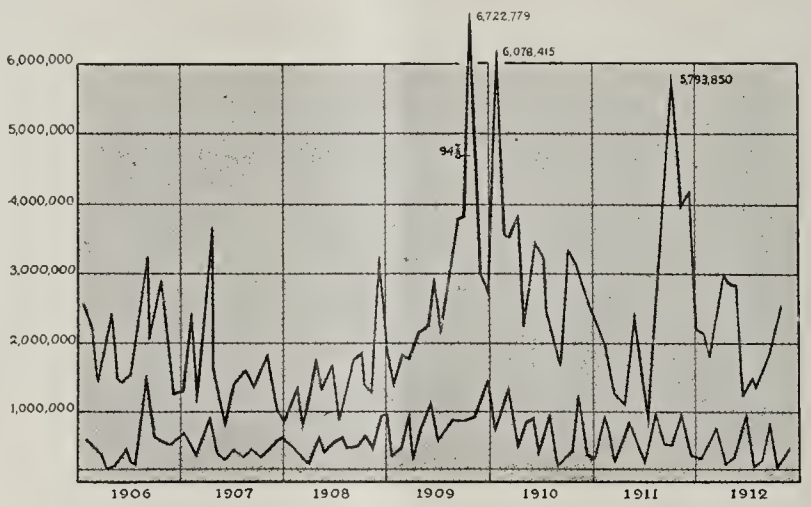
THE Executive power of the Republic of Peru has issued a decree regulating strikes, which according to *Peru Today*, is the first document of its kind issued in South America.

The preamble states that in view of the total absence of any legislation on the subject concerning conflicts between Capital and Labor and that while Congress does not legislate on the subject, it is necessary to take certain measures for the protection of the rights of the workman and of the employer.

The first paragraph states that the workmen of all industrial establishments shall, in the month of January of each year, secretly and by a majority of votes elect three delegates whose mission it will be to represent the workmen. The power conferred on these delegates may not be revoked except by a majority of the workmen in a special session called for that purpose.

The second paragraph states that if the employer for any reason will not concede the demands of the delegates, which must be in writing, he may, within twenty-four hours, appoint one or more arbitrators, who jointly with those named by the workingmen must appoint within the subsequent twenty-four hours a number of arbitrators equal to that appointed by the employer.

Police authorities will give official recognition to strikes and protect their rights when they have been declared under certain conditions enumerated in the decree.



This Pujo Chart shows by the upper line the sales of U. S. Steel common stock on the New York Stock Exchange, and by the lower line the actual transfers of stock on the Company's books from 1906 to 1912. To find gambling, subtract the lower line from the upper line.—Thomas W. Lawson, in Everybody's Magazine.

Imperfection of the Income Tax

THOSE who have examined the details of the proposed income tax, report that they have uncovered a mass of incongruities and ambiguities that will make it difficult for a corporation or an individual taxpayer to know definitely and positively to what extent income is taxable and to what extent exempt, says the *American Banker*. It is pointed out that many of the taxes to be paid by corporations will be duplicated by the individual holders of the stocks and bonds of these same companies, resulting in a double taxation; not only so, but the life insurance companies claim that, under its provisions, every policyholder must pay a quadruple tax, and that this tax is collectable whether or not the income of the policyholder is within the $4,000 limit.

Bank Advertising Good and Bad

FRED W. ELLSWORTH, Publicity Manager, Guaranty Trust Company of New York, has an article in *Bank Notes*, in which he says that next to the question of exchange on country checks, there is no problem confronting the average banker that arouses more discussion than "Does advertising pay?"

"Some there be," he says, "who insist that newspaper advertising, or any other positive effort for new business, particularly that which involves the use of printer's ink is unethical and undignified, but the bank that refrains from advertising because of the mistaken notion that it is not the province of a bank to seem to be anxious for business, reminds me of old Bill Jones who had a general store in one of the towns of Connecticut.

"Bill was a good checker player, and so were several other fellows in the town, and there was a game on in his store almost constantly. One afternoon during the progress of one of these interesting contests, a customer came in the front door. After he had waited for a few minutes, one of the chaps in the bleachers called Bill's attention to him, 'Hush,' says Bill, 'maybe if we don't make any noise he will go out.'"

It is the concensus of opinion among those who have studied bank advertising, that a card announcing that "this bank transacts a general banking business" is about as useful as a whip-socket on an automobile. Measured by the present standard therefore, the bank card must be classified as bad advertising for the reason that it does not possess human interest. Not one person in five hundred is primarily interested in any particular bank, and so an advertisement which merely announces the name of the bank without telling the reader what the bank can do for him, cannot be expected to arouse his interest.

Advertising that brags is also bad advertising. We have little respect for the individual who exaggerates and who is constantly blowing his horn and comparing himself with others, but good advertising possesses the essentials of Honesty, Dignity, Harmony, Conservatism, Continuity and Human Interest. (Continued on Page 378.)

MEN IN THE HARNESS

A Department of Fact and Comment About Business Men Who Are Doing Things

The Inventor of the Telephone

ALEXANDER GRAHAM BELL, well on the way to man's alloted span of three score and ten years, is today very much "in the harness." Indeed, a new interest has given this unusual combination of inventor and business man—a fresh enthusiasm that would do credit to any man half his years. The new zest, be it known, comes from an intense interest in the subject of aerial navigation. Not only has Dr. Bell done something himself in this line—seeking to adapt the principle of the ancient Chinese kite to the modern science—but he has associated himself with Glenn Curtis and a number of younger men who are conspicuous in the industry and thus we find him, only recently, predicting that the time is not far distant when men will fly across the Atlantic.

Some student of human nature has said that the secret of content and sustained interest in life is to be always doing or attempting something new, and the experience of the inventor of the telephone seems to prove that this is as true of business men as of other folk—for the clever Scotchman is primarily a business man, one of the few great inventors who have really reaped the monetary reward of their creations. In this he is like Edison and in other respects, also, Bell resembles the electrical wizard. For example, he becomes, when engrossed in a problem, almost oblivious to the passage of time and even under what might be called normal conditions he prefers to devote the night to work and the daylight hours, or at least a good share of them, to sleep.

Although it is the invention of the telephone, for which a patent was granted in February, 1876, that must ever serve as the chief foundation of Prof. Bell's fame, it is interesting to recall—in the light of the present magnitude of the industry—that he was also responsible, with C. A. Bell and Sumner Taintor, for the invention of the graphophone. It was in 1883 that this latter was invented and, oddly enough, at the time of the inception of the idea the only future that seemed to open before this sound reproducer was as a dictation machine, and the pioneers had never a hint of the immense possibilities of the invention as a popular entertainer.

At no time since the advent of the telephone proclaimed him one of the big men of his generation has Prof. Bell been inactive. In addition to the graphophone he has invented the photophone, the induction balance and the telephone probe for the painless detection of bullets in the human body. And during all this time he has never allowed his head to be "in the clouds" to the extent that he could not give the benefit of his shrewd, practical judgment to the business enterprises with which he has been more or less directly identified. The present-day interest of Prof. Bell in everything appertaining to aeronautics has already been mentioned, and he is also working in another field of yet more direct and vital concern to the whole human race—namely the problem of home refrigeration, which seeks to render available to the average householder, at comparatively modest expense, some of those facilities for combating summer heat which are at present obtainable only through the installation of elaborate and costly air-cooling plants.

The interest of the American people in Dr. Bell and his work is shared to an unusual degree by the people of Canada owing to the fact that this tireless man of affairs spends nearly half of each year at a home which he has established on a thousand-acre estate at Baddeck, Cape Breton. Here he has a fully equipped laboratory and hither he repairs for experiments and research work, regarding which he desires to maintain secrecy for the time being.

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ALEXANDER GRAHAM BELL

The Big Chief Harmonizer

THE man who really put the "harm" in harmony, is said to have been discovered at last. Others have claimed this honor, and some have come pretty close to deserving it, but C. A. Forster, the new star in the automobile firmament, tops them all. He is the new commercial manager of the Maxwell Motor Company, a $37,000,000 corporation, which is the rejuvenated and rebuilt United States Motors. In the process of reconstruction, a new set of conditions was evolved which called for exceptional treatment. There were many adverse interests to reconcile, especially in the sales department; and in almost every large town there were district managers and dealers of the old concerns, each of whom felt he had the full right and title to the agency of the

C. A. FORSTER

entire line. These conflicting interests required delicate handling, in order that no injustice be done to any.

Thus, as a sequence, C. A. Forster was picked for the job, because he has the temperament and qualifications, and the experience needed to bring about harmony in the ranks; and he is not open to accusation, or even the suspicion, of personal prejudice or favoritism. He is the judge before whom all litigants look alike; and those dealers who were curious and apprehensive are now satisfied that in the hands of this man their interests are safe. Even those who do not get all they ask for, admit that their case has been treated in all fairness and courtesy, and decided on its merits without personal bias.

The subject of this sketch (as they say in the Lives of Prominent Men of Peacedale) entered the world just long enough ago so that he is now at a most interesting age. His career is a story of fidelity rewarded. A few years ago he was a poor, struggling clerk in a railroad office in St. Louis. He was dissatisfied with his job, and one day appeared before District Manager Gillen, of the National Cash Register Company. He wanted a chance to try his luck at selling machines. After some ups and downs he broke into the game with a vengeance; and later, when Gillen went over to the American Arithmometer Company, he took Forster with him. Some time after, the craving for travel having seized him, he was sent abroad for the Burroughs Company, in the sale interests of the adding machines. It was on this mission that he acquired the fine tact and mental poise of the polished diplomat, and returned to this country well equipped for greater responsibilities.

When Alvan Macauley was advanced to the managership of the big Burroughs Company, he remembered the brilliant work of the hustling Forster, and he brought him in to the general office as sales manager. This was a wise move, for he conducted that department so successfully that, when Macauley left the Burroughs in 1910, Forster was advanced to the position of assistant manager. Here his versatility was quickly recognized, and he was given general supervision of the foreign business and the sales and system service departments. In this smooth-running organization, in which the routine moves with the precision of a well-oiled and carefully adjusted machine, his days work was always done before the ringing of the "quitting bell." But he evidently longed for other business to conquer, for, when he was called to higher responsibilities with the Maxwell, he remarked, as he delved hungrily into the work before him, "I haven't been so happy in years as now." "Why, do you know," he quickly added, "I have more work to do every day than I can possibly do in two." This is a sort of watchword to aid him to dig away at the old, seek out the new, and to keep well ahead of the times.

Promoter of the Ocean to Ocean Highway

NOW and then there appears a man on the landscape of our American business life intent on putting copper rivets in his golden dreams. Usually this man is of great wealth—for wealth is the acid test of character—but that mere wealth and the craze for money getting do not satisfy the American has been proved so many times as to need no further mention, and when a man appears who is about to revolutionize the whole structure of American roads it brings a mere consultation of Who's Who to ashes.

Not long ago the newspapers of Indianapolis carried a story, first column, first page. It appeared that a man who had made a fortune from the automobile industry had placed his own personal fortune behind a project to pave a highway with brick and concrete from ocean to ocean.

"It can't be done," they said.

The answer was typical of American business life. Surveys, estimates, and geological studies, charts with the government's own seal upon them came to light.

CARL G. FISHER

"Who's to pay for it? He'll never get it from Congress in a thousand years."

The answer was again typical of American business. Three hundred thousand dollars pledged in twenty-eight minutes by the Indianapolis automobile companies. In a few days Detroit came forward with more money. Next a great tire company pledged itself to three hundred thousand dollars—and so it proceeds gathering momentum.

And then they all asked again: "Who is this Carl Fisher?"

"Carl Fisher? Carl Fisher? Why didn't there used to be a bicycle rider by that name?"

"Why, yes—it's the same man."

"Well, how in the world did he make his money?"

"It was just an accident," they said.

"But what was the accident?"

Down in the center of the city of Indianapolis where Fisher takes his luncheon at the Columbia Club they will enlarge on the story of Carl Fisher, the inventor of Presto-lite, until only a few facts stand out without the varnish. The Indiana law requires, they tell you, three incorporators for each corporation. They tell you the name of the third man who was given one "worthless" share of stock in a company formed to sell gas in tanks for automobile illumination—an impossibility.

Possibly the incorporators themselves almost believed the general verdict. "Why,

New Controlled-Key Duplex

Model E

Comptometer

Again the Comptometer leads the way with
Three Revolutionary Improvements

The new Model E, has the same unerring accuracy of former models—the same known durability—the same time-saving speed, *plus* three new features by means of which it automatically

Compels
Correct Operation

These new features make accuracy as sure and easy for the beginner as for the experienced operator.

They provide an absolute safeguard against all errors resulting from

Partial downward key-stroke

Partial return key-stroke

Accidental depression of adjacent keys

Adds
Multiplies
Divides
Subtracts

In this machine the effect of either a partial down or return stroke of any key is to instantly lock the keys in all other columns; and you cannot proceed until you have corrected the error by completing the unfinished stroke.

Likewise accidental depression of adjacent keys is positively prevented by interference guards at the sides of key-tops.

Another feature which all operators will readily understand and appreciate is the soft, easy key-touch afforded by cushioned key-tops which greatly increase the speed and ease of operation.

The "Controlled-Key" marks a new era in adding and calculating machine construction. It acts as a sentinel on guard against errors, absolutely refusing to allow any mis-operation.

No going back and starting all over again when you unwittingly fail to put a key clear down.
No strain due to fear of fumbling adjacent keys.

To the beginning operator this new Comptometer means ease and accuracy from the first day.

To the old operator it affords a feeling of complete security against accidental errors and an ease of operation never before experienced.

Ask for a demonstration of the new Controlled-Key Duplex Comptometer with its automatic safeguards against mis-operation.

Felt & Tarrant Mfg. Co., 1722 N. Paulina Street, Chicago, Ill.

EDWARD T. STOTESBURY

nobody will buy them—How can they fill them after they get them? Garages all over the country will be full of the empty tanks and then everyone will cuss the maker."

"Of course," said Fisher, "but we're going to try, however, to give adequate service."

It was on this slender thread—service—that Fisher proceeded—and today the man who held the one little share of stock is what the French call a "rentier"—one who lives on his income.

H. G. Wells, in his book, "The Future of America," speaks of those men of sudden wealth who are as amazed as their beholders. He also compiles a chapter on "service," which he tells Americans should be the goal of American life. If he had known the story of Carl Fisher he might have found some connecting link between sudden wealth and service. Today Fisher has some thirty-two thousand "service stations" for his product, and is generally given the credit for the first use of the word "service" in the great sense which it is known today in American business.

All motordom has taken the word "service" as its axiom—it covers everything from repairs, to questions as to the best road from New York to Pasadena.

Public corporations which are producing light, heat and power, come out now in newspaper advertisements with columns about their service. The strange thing of it all is that every man who adopts the idea believes it so heartily that he converts himself to the belief that he has invented it. Perhaps Fisher did not invent the service idea, but there is no product in the automobile world which stands out so pre-eminently noted for it as his.

There is scarcely so brilliant a concept of service in modern business as that now proposed by Fisher to his colleages of the motor car industry in this great coast to coast highway.

Says Fisher: "You fellows are busy building cars and accessories which will stand use for hundreds of thousands of miles. Yet Americans do not yet know that they can go across the continent as easily as they can run their speed measures up to the same mileage by running around the city block. What you want to do is to render them road service—not merely by furnishing the car—but furnishing the road—the sales will take care of themselves. There isn't one man in the automobile business that oughtn't to be glad to furnish one per cent of his gross income from his business to developing that business."

And Fisher knows. He built the Speedway in Indianapolis, and saw so many accidents in his back lot that he was about to close it up. Then he found out that accidents from skidding did not occur on brick and concrete. This is the fact which he is trying to give to the automobile industry, to be given out again to the American public as the best form of business service—service raised to the n'th power.

Senior Member of the House of Morgan

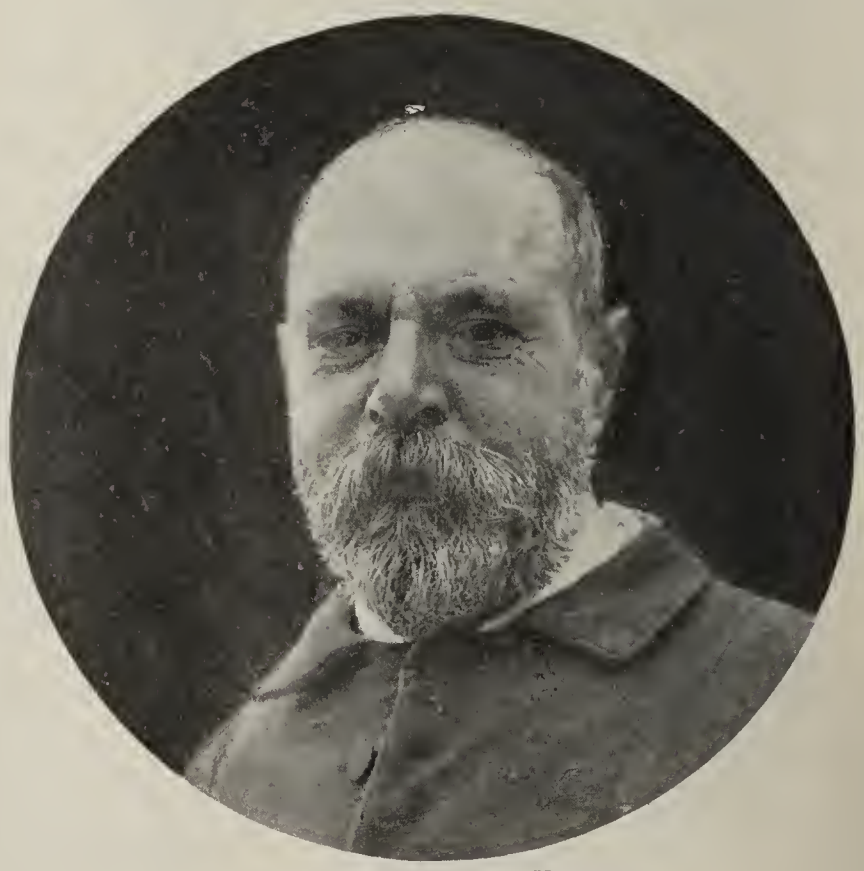
"OH, JOY!" shouted the Quakers, when it was publicly announced, in due form and with full authority, that there was no ground for the rumor in the social and financial circles of Philadelphia that Edward T. Stotesbury, who is now the senior member of the firm of Morgan & Company, would make his future headquarters in New York City.

The financial Rialto fairly rang with the gleeful chink of the money changers, and the dense gloom that had settled down on the lavish mansions of the "400" (including a few not counted by the Rev. Dr. Somebody) was shot through with sunshine such as mortals rarely see. The motormen of the Philadelphia Rapid Transit Company hit up such a gait that pedestrians could no longer keep pace with the cars without unseemly effort, while each joyful passenger was allowed two straps to hang on instead of one.

Philadelphia is justly celebrated for Independence Hall, an uncommon variety of politics, and some people. Among these there is a constant struggle for the center of the stage. But the advantage is with the "some people" as long as Edward T. Stotesbury continues to hold sway over the United Kingdom of High Finance and Social Prestige in the city where he is so largely and intimately identified as to seem to be of the very essence of its peace and prosperity.

"I intend to remain in Philadelphia," said Mr. Stotesbury. "Affairs will go on as usual in our banking house here. I am not going to New York, although I am now the senior member of the Morgan house, but intend to stay in this city to direct my interests here."

Notwithstanding some advantages that would likely attend the removal of his offices to New York, Mr. Stotesbury is of the opinion that a certain social and civic duty, as well as important business engagements, demand that he should not make the change referred to but should continue in immediate and active personal connection with the numerous movements and extended municipal improvements planned and inaugurated by him in Philadelphia, especially



JOHN PHILIP SOUSA

How a Small Manufacturer Makes Every Minute Count

The telephone operator of a small manufacturing plant in Chicago, used to spend about half of her time in answering calls, the other half of the day in reading magazines and newspapers.

Today, between calls, she saves hours of bookkeeper's time by filling in customers' names on statements, and addressing envelopes—helps the shipping clerk by filling in all of the necessary shipping tags—saves days of typist labor by addressing circulars, envelopes, post cards, etc., to be sent out to lists of prospects, and customers, and eliminates detail from the Secretary's office by addressing notices and filling in dividend checks to the stockholders.

And all of this work is speedily and accurately handled on the

Addressograph
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PRINTS FROM TYPE

And the real value of the ADDRESSOGRAPH lies not alone in the speed with which the addresses can be printed, but also in its typewritten appearance and its many conveniences—it has every feature of a modern card index. The address plates can be arranged and classified so that a perfect reference record of customers, prospects, employes and stockholders, can constantly be maintained.

Tell us the nature of your list, how you are addressing it at the present time, how often you address it, and send us samples of your forms. Then our Systems Service Department will tell you just how the ADDRESSOGRAPH can be applied to your particular needs.

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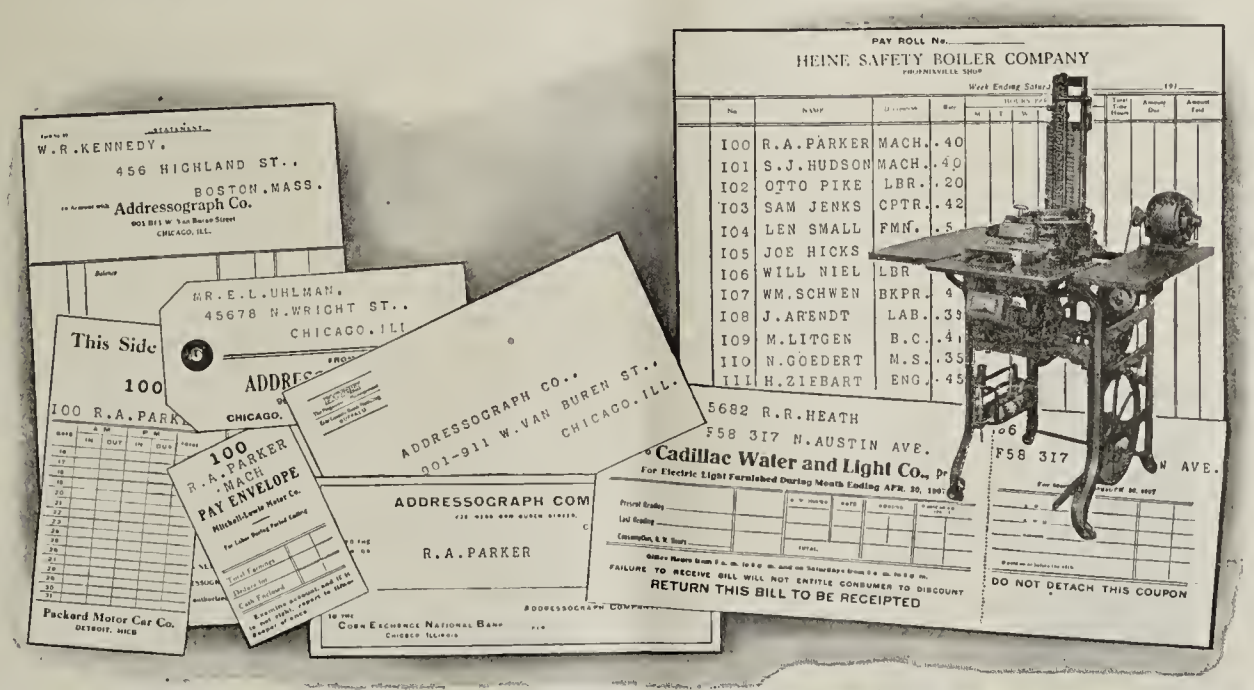

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The Voice of Reconstruction

When a flood sweeps over a vast area, desolating the cities and towns which lie in its course, the appeal for assistance gets a unanimous response from the whole country.

With all commercial and social order wiped out, an afflicted community is unable to do for itself. It must draw upon the resources of the nation of which it is a part.

In such an emergency, the telephone gives its greatest service when it carries the voice of distress to the outside world, and the voice of the outside world back to those suffering.

At the most critical time, the nearest telephone connected and working in the Bell System affords instant communication with distant places.

And always the Bell System, with its extensive resources and reserve means, is able to restore its service promptly, and in facilitating the work of rebuilding, performs one of its highest civic functions.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
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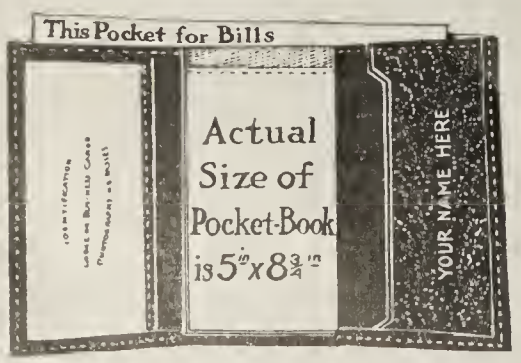
Every Bell Telephone is the Center of the System

Yours for 75 Cents—Worth $1.50



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Guaranteed Leather. Something entirely new. The most practical, useful and convenient article ever made for a business man. It is handsome as well as durable and one that you will be pleased to carry and proud to show your friends. Your name will be imprinted in gold as illustrated. Every one must have a receptacle for money, cards and memos, so why not get this combination. Sent prepaid anywhere for only 75c., check, money order, stamps or coin. **Gold imprint FREE.**

M. G. CAMPAU, P. O. Box 816, DETROIT, MICH.

during the past three or four years. He regards this field as one presenting unexcelled opportunities for the exercise of his generally recognized ability in organization and finance, and as a social leader.

However strong and flattering the call to New York might therefore seem to be, coming to him now as senior member of the Morgan firm, he has chosen to continue his headquarters and important work in the City of Brotherly Love.

He has recently been actively interested to an unusual extent in the rehabilitation and development of the Philadelphia Rapid Transit Company and other of the largest local public utility concerns, and the city at large is expecting much as the result of his exceptional genius and liberality of purpose and plan.

As to music and art the Quakers have come to depend so largely on Edward T. Stotesbury's munificent patronage that it is not unlikely that the opera season would immediately close sine die and the new Metropolitan Opera House, built by Oscar Hammerstein, would be promptly turned over to vaudeville, and the Academy of Fine Arts converted into a salt petre factory, if he were to now transfer his interest and patronage to the Knickerbockers.

But—thanks to good dame Fortune—this is not to be! Therefore are the Quakers jubilant—as jubilant as Quakers can be without breaking the rules of the meeting or shocking their sense of due decorum.

A Musician With the Business Instinct

AMONG the time-honored theories that have been effectually knocked in the head of late is the once prevalent one that the "genius" who wins supreme success in the field of music or art must, perforce, be devoid of all business sense. No factor has been more influential in banishing this obsolete notion than John Philip Sousa, who is himself something of an American institution, just as is baseball, and considering the fact that foreigners are ever referring to us as a "business nation" it is some satisfaction to know that such an exponent of American development as the famous bandmaster and composer is a business man in the truest sense.

Not only has this music master tempered the "artistic temperament" with shrewd, practical judgment, but he is one of the most versatile of men. In this respect he is the only rival of "Hop" Smith, as his friends are wont to call him, who writes novels, builds lighthouses and paints pictures—all with equal ease and ability. Sousa writes books, composes operas and manages round-the-world tours of his big

This MAN HOLDS the REINS

Are You Big Enough To Hold Down This Man's Job?

IF YOU WISH TO BE THE MAN WHO HOLDS THE REINS — IF YOU EXPECT TO BECOME THE EXECUTIVE HEAD OF A BUSINESS — IF YOU EXPECT TO HOLD DOWN A MANAGER'S CHAIR —

THIS COURSE IN BUSINESS ADMINISTRATION WILL HELP YOU

That everyone wants to succeed is, of course, self-evident. Every man must realize that some day he will become old. Will he enjoy the sunset of life in comfort and ease or shall it be stamped with the blot of failure, if not actual penury and want? Reflect on this.

Demand for Trained Men President James, of the University of Illinois, was asked if there was any demand from business houses for college-bred men. His reply was: "The demand has been far in excess of the supply since courses in business administration were established in our institution seven years ago. Each year has brought many more requests than we have men to recommend." Ten years ago President James would have been ridiculed for advancing this new idea for the establishment of a school of commerce in connection with a university. Men trained in the theory, practice, and administration of business will always occupy the best positions and will always command the greatest salaries.

Failures Due to Lack of Business Training Why do so many fail? Ask any credit man, and he will tell you that it is not because of the lack of capital or other material resources, but it is due primarily to a lack of *business training*—the building and developing of the sort of brains that dig and work and sweat until they find a way to accomplish things; brains that go to the bottom of things; brains that are always looking for better results; brains that never abandon a problem *until they have found a way to solve it.*

A friend once told us that he inquired of the manager of a house employing some 300 traveling men how many salesmen they had. The manager replied, "Three." Our friend asked, "How's that? I was told your force of traveling men numbers nearly 300." "Ah, that is quite different," replied the manager; "we have 297 traveling men, but only three salesmen."

Someone has said, "There are three kinds of people in the world—the Can'ts, the Won'ts, and the Wills." The first fail at everything; the second oppose everything; the third succeed at everything. I would add a fourth kind—the largest class of all—the *"Don't Trys,"* the *"Oh-what's-the-use, it doesn't interest me"* sort of people. Their name is legion; their fault is *lack of confidence.*

We offer other courses which prepare for
- Lawyer
- Public Accountant (C. P. A.)
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This course is intended for the coming generation of business men of America, and this designation includes the *banker* and *his clerks,* the *farmer* and *his sons,* the *lawyer* and the *law student,* the *financier* and the man who sells *bonds and stocks*, the *merchant* and the *grocer clerk*, the *accountant* and the *bookkeeper,* the *manager* and his *assistant,* and *every ambitious young man* of the Twentieth Century type looking forward to the pursuit of any business, trade, or occupation.

What is the Remedy? It is a broader business training in the subjects dealing with the business world. We have perfected one of the greatest and most systematic courses of commercial training that has ever been offered. It covers the following vital subjects thoroughly.

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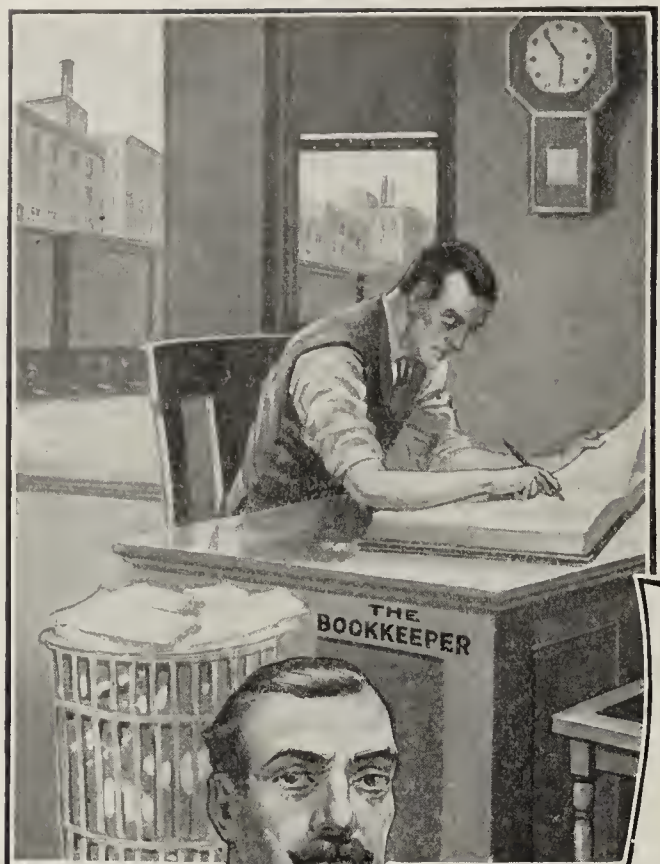

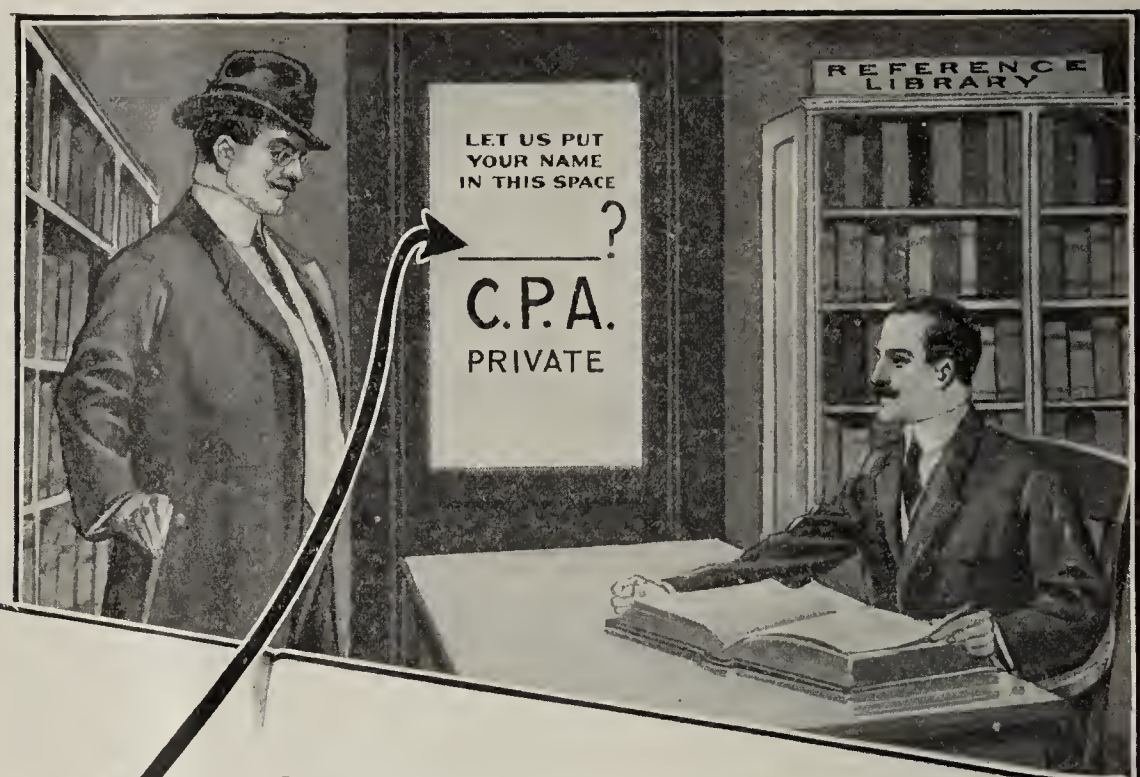

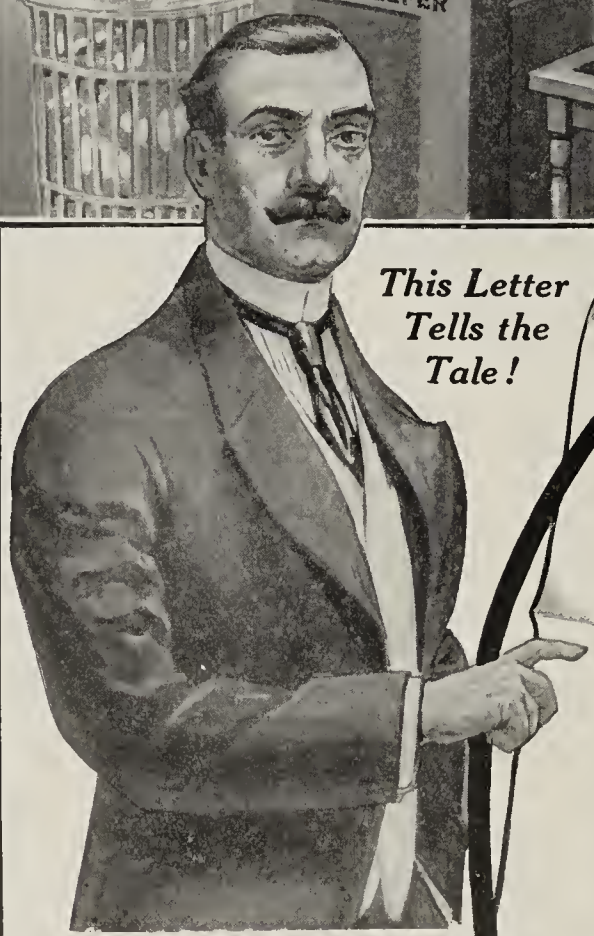

This Letter Tells the Tale!

CLARENCE R. SMELSER
ANDERSON, IND.

March 20th, 1913.

Mr. William Arthur Chass, LL. B., C. P. A.
Care LaSalls Extension University,
Chicago, Ill.

My dear Mr. Chase:-

I feel that ws are pretty thoroughly acquainted by this time and I am taking the liberty of writing you to inform you that through the information gained in your Higher Accountancy course I have been offered the position of Assistant Manager for the Central Union Telephone Company, whose exchange is located in this city and whose subscribers number ovsr 3,000.

The Manager resigns April 1st and I have been asked to step into his place and Manage. I feel that I have been placed on a plane with Managers by your course alone and through no other medium.

I would not take $5,000.00 for what I have learnsd by taking your instruction if I could not get it again.

I admit that some of ths problems have been very hard and that my grades on Higher Accountancy were not up to my set standard and as made by me in Bookkeeping, but I feel that I have done exceedingly well inasmuch as Higher Accountancy is one of the professions whose field is not overrun for the rsason that the preparation and study is difficult.

If I can be of servics to you and your University in any way here in Anderson, I am yours to command, and beg to remain,

Sincerely yours,

C R Smelser

Trained Accountants Earn $3,000 to $10,000 Per Year

Only 1,500 certified public accountants in the United States today and a half million concerns require annual or semi-annual audits. And *you* can break into this field without sacrificing your present position or income. Simply mail the coupon and get the facts. The LaSalle Extension University Home-Study Course in Higher Account is under the personal supervision of William Arthur Chase, nationally recognized leader in the field, Ex-President of the National Association of C. P. A. Examiners, Former Secretary, the Illinois State Board of Examiners in Accountancy, and sometime Lecturer on Accounting at the University of Illinois. The course covers the Theory of Accounts, Practical Accounting, Cost Accounting, Auditing, Business Law, etc. It prepares for the C. P. A. Examinations in any state.

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Tear off the coupon *now*—before you turn this page. Sign your name. Mail it. Let this day mark a change for better, bigger things. This book is worth a dollar of any man's money but it is free to you while they last.

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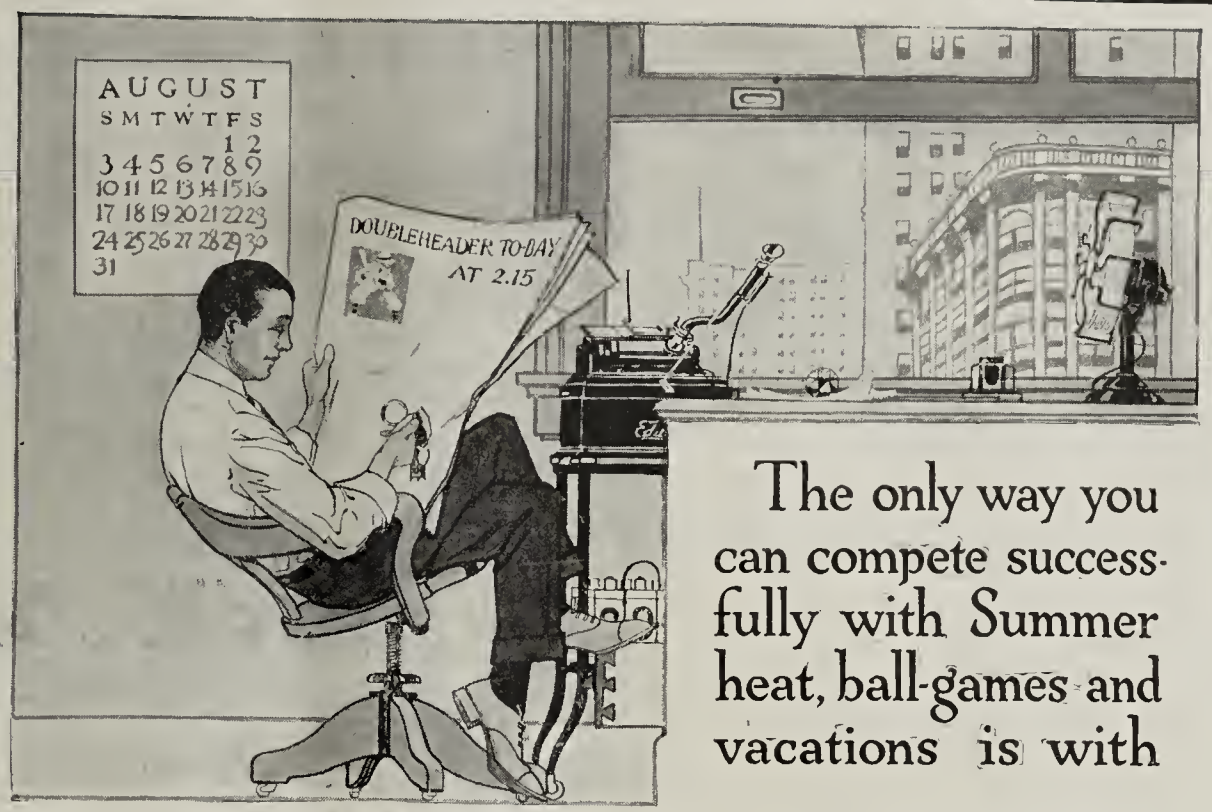
band—all with the same nervous energy with which he swings the baton—and which is, after all, about the most characteristically American thing he does.

Business instincts and business habits stick out all over the organizer of Sousa's band. He talks like a business man, straight to the point, and he has the rare virtue of punctuality to a degree that would scandalize any long-haired genius. Indeed, if he had not developed this, along with a rare faculty for organization and attention to detail, he would not be able to carry out his lengthy tours, on which, for weeks at a time, he and his organization appear in two different towns or cities every day, negotiating railroad "jumps" and transfers of baggage that would appall the most hardened commercial traveler.

Even Sousa's pastimes are "man-size." No pink teas for him. Instead, by way of rest and relaxation, he indulges in a long horseback excursion in some remote and rugged district; or gives over an interval to trap shooting; or hies himself to his plantation in North Carolina, where the hunting is good and where he has a kennel of blooded dogs. No reader of this page need be told that Sousa is a good "advertiser." In this respect he ranks with Theodore Roosevelt, Thomas W. Lawson, Mary Garden, and Dr. Wiley. Yet oddly enough Sousa's title, "The March King"—a trademark that ought to be worth pretty nearly as much as "Kodak" or "Uneeda"—was wished on him by the editor of an obscure English brass band journal in the year 1886. The publisher of Sousa's compositions was quick to appreciate the value of the slogan and thereafter played it up for all it was worth. Incidentally, it may be noted, that a manager who thought he owned Sousa body and soul, once tried to take away from him the name "Sousa's Band," but the courts decided for the bandmaster.

Sousa who, even in this unconventional portrait which shows him in hunting garb, scarcely looks his fifty-nine years, might be said to be the apostle of hard work. He was a music teacher at fifteen and an orchestra conductor at seventeen years of age, and he has been in the harness ever since. Even today he denies any thought of retiring, although his occupation, with its penalties of late hours, constant traveling and indifferent hotels is one that would pall on many a man even though fortified by Sousa's wiry constiution and unflagging energy. Contrary to the impression of some persons—who have been mislead by the name—Sousa is a native American. As though to emphasize his nationality he was born at the national capital and he was for a dozen years the leader of the famous U. S. Marine Band—the "President's Own."



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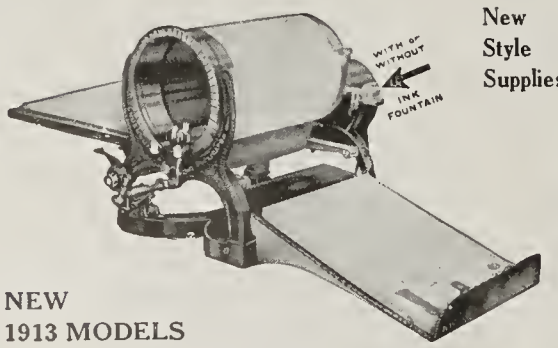

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Accounts for General Contractors

A Simple Method of Keeping Track of Sub-Contracts and Construction Costs

By W. B. Wiegand

IN dealing with this subject, the type of contractor considered, is the one who secures contracts for the erection of buildings, and then proceeds to sub-let to other companies or individuals such portions of the work as are beyond the scope of his own organization. Laying the foundation, erecting the steel work, setting the masonry and furnishing the interior are all branches of construction work that require individual organization to insure efficiency, and the interior alone of many buildings may require the work of two score or more industries before it can be made ready for occupancy.

The contract for a certain piece of construction work will call for the completion of the operations along certain lines laid down by the architect within a specified time and on a certain basis of compensation. The terms of compensation are of different classes, the one to be used naturally depending upon conditions and so called bargaining.

Generally speaking, the terms of compensation come under the following heads:

Flat sum: By which the contractor receives a flat sum, out of which he must pay all costs of construction and realize a profit.

Cost plus fixed sum: By which the contractor is reimbursed for all expenditures he has made, and to which total is added a flat sum as his compensation.

Guaranteed cost plus fixed sum: By which the contractor is reimbursed for all expenditures up to the specified amount, to which is added his charge.

Percentage contract: By which the contractor is reimbursed for all expenditures plus a certain specified percentage thereof.

Thus it appears that the cost of the construction work is a question of vital importance—in the first case, to the contractor only, but in the other three, to both the owner and the contractor. Consequently, it is essential that the accounts of this business should show in a clear and concise manner, the costs of the various contracts at all times up to completion. The final report to the owner should show all the necessary details; it should be obtainable with minimum effort, and the records supporting it should be clear-cut and devoid of red tape. To insure harmony the contractor should stand ready to place these records at the owners disposal. In fact some progressive contractors employ public accountants to certify to the accuracy of their statements of costs.

After all the terms of the contract have been agreed upon and the contractor dissects the architect's plans and determines the various parts of the work to be performed, he solicits estimates from other individuals and companies. From these he selects those having the lowest bids consistent with the class of workmanship required. This branch of the business requires considerable experience and is the chief pit-fall which besets the contractor. Work sub-let which is poorly executed will hold up the final payments, and if not settled otherwise will result in a three-cornered law suit. The contractor is placed in the same position towards these sub-contractors as the owner is to him. Through his assistants he must see that each sub-contractor is carrying on his portion of the work accord-

ing to the terms of the contract, and in addition to this, each part must be completed so as not to delay that which is to follow.

In construction work of any size, these sub-contracts are exceedingly numerous, requiring no little attention to keep track of the stages of completion and the liability on them. Where more than one general contract is in progress these details are multiplied. It is important to keep the liability on these sub-contracts well in mind, and to arrange with the owner for partial payments for the work completed, in order to discharge these liabilities.

The primary books to be used will be the Ledger, Cash Book, Voucher Record, Journal, Contract Register, and Contract Cost Record. Of course, there may be other subsidiary books and records, much depending upon the scope of the business. Inasmuch as there are but few sources of Cash Receipts, the Cash Book is simple in form, providing for cash received from owners, cash received from the sale of old materials, and general items. Again, the Voucher Record depends entirely upon the scope and size of the business. After the usual spaces for voucher number, name, amount and date of payment, follow the distribution columns. First in importance among these is that for Contract Costs. It is the intention that there be but one account on the General Ledger for Contract Costs, a controlling account for the details contained in the Contract Cost Record. This account is charged each month with the total costs and credited with the value of the work charged to owners, thus the balance representing the value of contracts in course of construction.

The other columns will provide for Materials, Salaries, Stationery, Printing, Telegraph and Telephone and whatever other accounts have frequent charges. Should there be a great volume of expense accounts, it is desirable to resort to the expedient of a Controlling Expense Account, the details being kept in a subsidiary record.

As in manufacturing accounting, the number system of identifying contracts to be charged will be found worthy of adoption. Each contract as secured is given a number by which it is known during its entire history. As the sub-contracts are given out, they are also given a number commencing with one, continuing in sequence until all are sub-let. Repeating this for all sub-contracts, it may appear that there will be several sub-contracts bearing the same number. This, however, is avoided by combining the general contract and the sub-contract numbers, separating the two with a zero. For example, a contract will be known as number 15, and the sub-contracts as 1501, 1502, 1503, etc. The next contract would be number 16, and the sub-contracts 1601, 1602, 1603, etc. As a result, not only is each sub-contract identified, but also the general contract to which it applies.

The contracts as well as the sub-contracts may also be filed according to these numbers, including with them all related correspondence, memoranda of extras, requisitions for payments, and in fact all documents pertaining to the contract or sub-contract. In addition to these files, it may be found advisable to maintain a Register of Contracts and a Register of Sub-Contracts, in which are recorded in a brief manner, under the name and number, the salient points, as terms of payment, date of completion, etc.

After a contract is secured and entered in the Contract Register, the Accounting Department is notified so that Contract Cost Sheet is made out. As the sub-contracts are given out, a saparate sheet (Record of Sub-Contract Payments) is made out for each one and filed in numerical order, following the contract cost sheet. By the use of these sheets a contractor is enabled at any time to determine the amount of costs that have been charged to a contract, and whether the costs are for work performed

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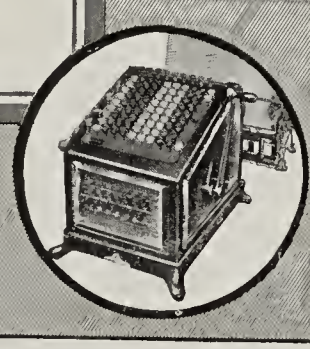

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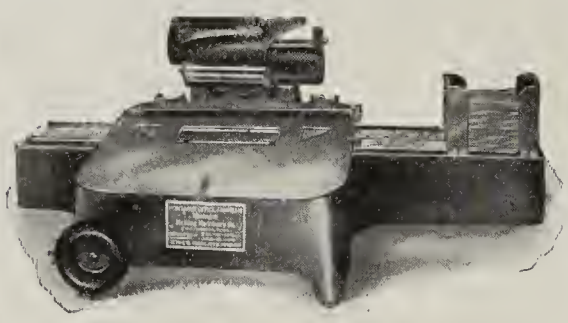

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by himself or by sub-contractors. He is able to easily ascertain the total amount expended for any contract, and the amount still due on it.

The postings to the cost sheet are from three sources: the summary of payroll, the summary of requisitions for materials taken from stock, and the audited vouchers. In preparing the pay roll, some arrangement must be made as to the closing of the week and paying off periods, that is, there must be an interval of a few days to allow the time reports of the foremen to reach the office, and to allow the clerk to make up the pay roll. Where men are employed at different points the money may be forwarded by express. A voucher is drawn for the full amount of the weekly pay roll and charged to pay roll account. Through the distribution each individual contract is charged with its proper amount and the total charged to Construction Controlling Account and credited to Pay Roll Account.

Frequently, certain materials will be kept in stock and as occasion requires will be withdrawn for use on the various contracts. This withdrawal should be done by means of a materials requisition. Where there are a great number of these requisitions, they should be summarized, grouping the totals to each individual job, and the total of all is charged to the Construction Controlling Account and credited to Materials Account. Where they are not voluminous they may be posted separately. Naturally these remarks concerning pay roll and materials apply only in such cases where the contracting company does some of the work itself.

The third and last source of entries to the Cost Sheet is the Voucher Record, from which are posted all the charges for materials purchased directly applicable to a contract, direct expenses and payments on sub-contracts. In entering these vouchers chargeable to contracts or sub-contracts, the identifying number is entered in its column followed by the amount, which is posted separately and the total to the controlling account. Many accountants in other lines, however, prefer posting direct from the voucher itself and the same method may be adopted profitably in this business.

In dealing with partial payments on sub-contracts, it is safe to consider each requisition for payments as a separate invoice, that is, to charge such amounts to the costs as they become due instead of charging the full amount at once. Charging the total amount of a sub-contract at once to the cost account and crediting the sub-contractor, against which is charged the payments on accounts, creates an erroneous condition on the books, in setting up an asset and liability before it exists. Similarly, if the entry is deferred until the sub-contract is completed, the facts are not revealed by the books. By using the Record of Sub-contract Payments, these difficulties may be eliminated. The procedure is to charge to the Cost

CASH RECEIPTS

DATE	NAME	Folio	Amount	Clients	Costs	General Account	Folio	Amount

CASH DISBURSEMENTS

DATE	NAME	Amount	Discount	Accounts Payable	General	Bank Date	Bank Deposits	Bank Withdrwls	Bank Balance

As there are but few sources of cash receipts, the cash book is simple in form.

VOUCHER REGISTER

Date	Name	Amount	Date Paid	Check No.	Contract Costs Number	Contract Costs Amount	✓	Materials	Payroll

Account No.	Account No.	Account No.	Account No.	Account No.	Account No.	Account No.	General Account	Folio	Amount

Each contract is given a number by which it is known during its entire history.

Sheet from the voucher the amount of the requisition for payment, and then when it is paid to enter it on the Record of Sub-contract Payments from the Cash Book. Thus the total of the Contracts column on the Cost Sheet should agree with the Total Payments on all sub-contracts, allowing for any unpaid vouchers. Where it is the practice to use a voucher check these entries would be made simultaneously.

The terms of the contract with the owner will state in what manner the contractor is to be reimbursed, the time when he is entitled to payment, and the amount. The terms of payment are variable, as a certain amount may be due at the first of each month, from which is deducted a reserve until the work is completed and accepted. Another plan may call for specified payments as certain stages of completion are reached, less the usual reserve.

In billing these charges to the owner, they should be made in triplicate; the original bearing the approval of the architect, being sent out, the duplicate and triplicate being filed in the Contract Department and Accounting Department, respectively. Those in the Contract Department are filed alphabetically with the contract, and those in the Accounting Department in numerical order, this being the posting medium to the owners' individual accounts and the total to the Controlling Account.

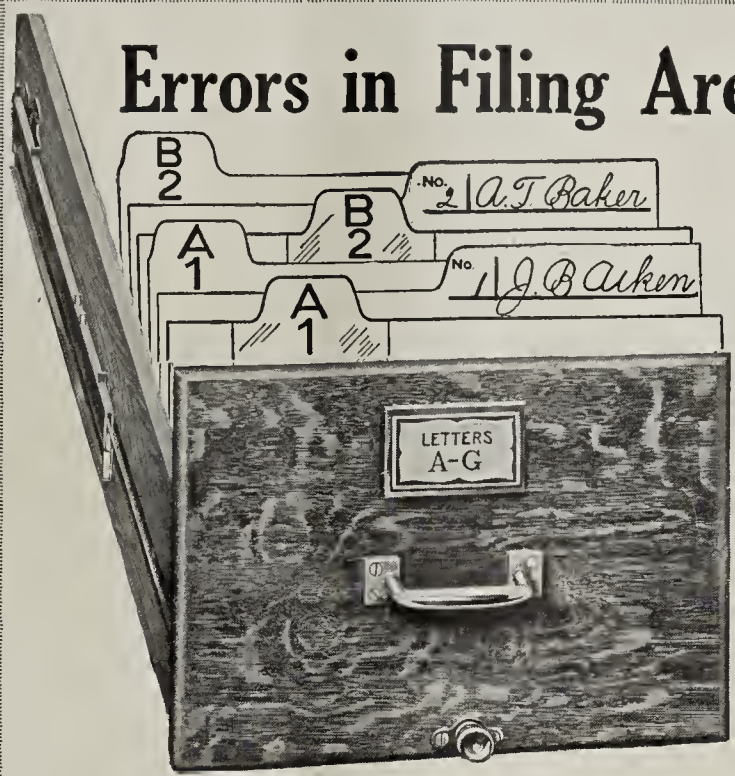
Knowing what contracts were billed during the month, it is a simple matter to obtain the costs on them from the Cost Records. These costs are totaled and transferred from the Contract Costs Controlling Account to the Costs of Contracts Charged Account. From these figures a statement of the profit and loss is obtained without any difficulty.

The question of uncompleted contracts at the close of a fiscal period is one that presents many interesting features, varying according to the nature of the contract, and which become more complex when a contractor operates under the four plans previously mentioned. Were all contracts completed at a given time, there would be no difficulty in ascertaining the resulting profit or loss. However, such a condition is the exceptional one, for in a business of any size there will always be a number of contracts at various stages of completion.

In arriving at the profit or loss on these uncompleted contracts, the class to which they belong has considerable influence in determining the final disposition. As in other spheres of business activities, it is best to avoid anticipating earnings. To estimate the costs to complete work in progress and to accrue them against the full amount to be realized subsequently is a temptation to which many contractors yield. The principal reason for this, of course, is the desire to improve the showing of a period. This would be legitimate if it were possible to determine accurately the costs to complete, but in a great majority of instances this is not the case, for there are too many elements beyond the control of the contractor. The most conservative practice would be to consider the costs of work unfinished as an inventory asset and to take credit for the profits when the work is actually completed.

Where, in the case of a Flat Sum Contract, it is desired to take credit for profit on unfinished work, considering the amount due thereon as an account receivable, the profit so taken should be shown separately. This profit plus the accrual of liabilities on the estimated cost to complete should equal the amount due from the owner. A balance sheet showing these three items will then present a true statement of the financial condition of the business.

Errors in Filing Are Unnecessary and Costly



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is self-checking because letters are filed numerically, while they are also located under the name of the concern or individual.

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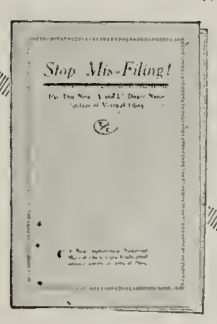

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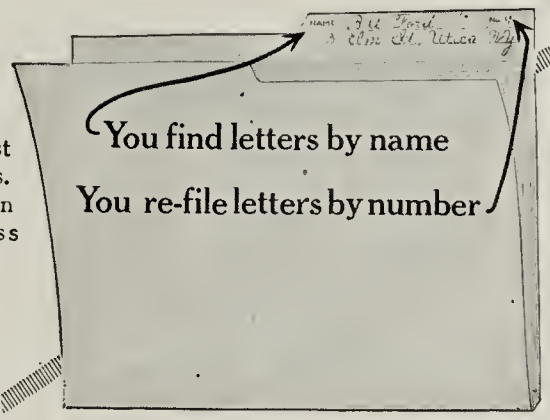
It will explain in detail just how this system works. Free if requested on your business letterhead.



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They will be in your immediate vicinity and are trained in the most thorough manner to render you the most efficient service possible.

Tell us what you want and we will send our recommendations FREE OF CHARGE.

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THE INTERNATIONAL ACCOUNTANTS' SOCIETY,
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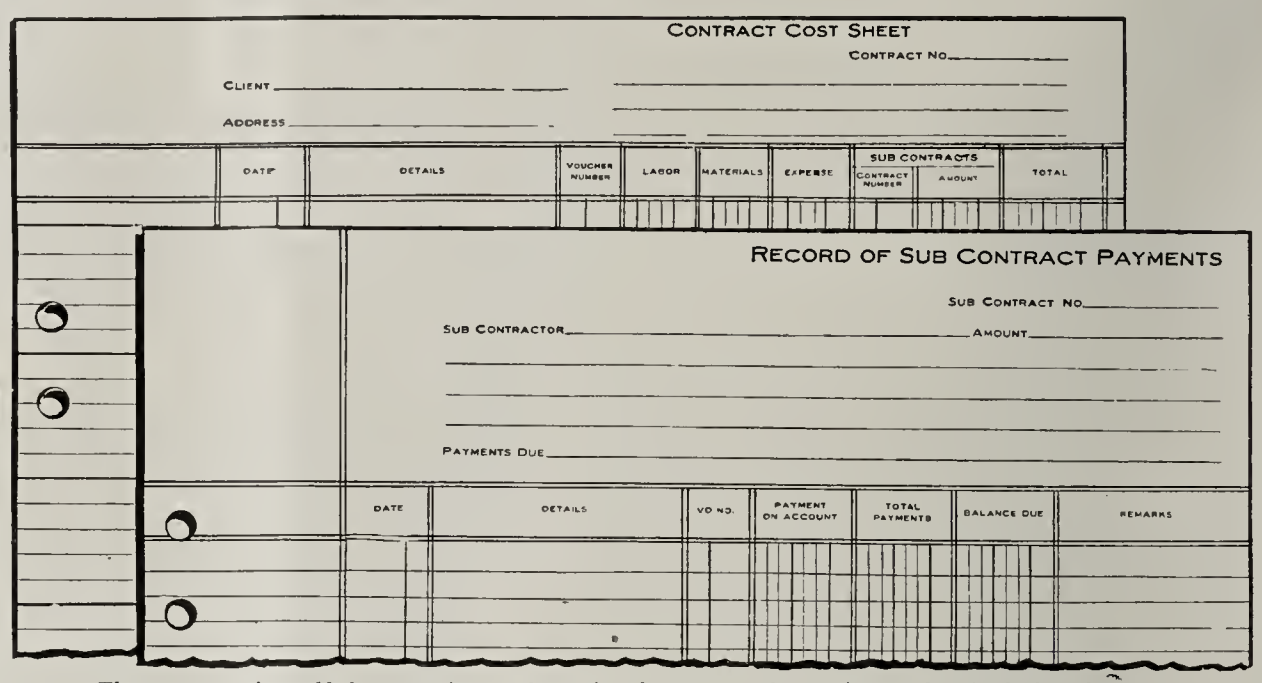


The contractor is enabled at any time to determine the amount of costs incurred and whether these costs are for work performed by himself or by sub-contractors.

Slightly modified, the methods outlined in the article have been successfully applied by a well-known New York corporation doing a general contracting and interior decorating business. Shortly after the end of each month a profit and loss statement classified as to departments was obtained, supported by schedules showing the amount realized, costs and gross profits on each contract billed. It not only gives the executives the desired information, but has frequently brought forth compliments from the clients on the manner in which the bills were rendered.

A Department of Ideas and Methods That Have Been Tried Out in Other Plants—Little Schemes That Add to the Economy and Efficiency of Operation

Signaling Factory Executives

AN interesting little factory call system has been worked out by an automobile company. Each factory executive has a signal made up of long or short toots on the factory whistle. When an outside party calls for one of these men and he is not at his regular telephone, the telephone operator blows the whistle electrically by pushing a button at the switchboard. This electric control is made possible by a valve operated by a magnet.

Another plant has wired up small buzzers in various departments to answer the same purpose. In some of the machine rooms, where the noise is liable to be intense, a horn is fastened over the buzzer so as to intensify the sound waves and make the call distinctively audible through the room.

A telephone manufacturer has installed a system of enunciators to answer the same purpose. In this case, the voice is reproduced through a horn in any department. The telephone operator takes the message and transmits it through the enunciator to the department where the desired party is expected to be. For instance, the superintendent may be wanted in another department; or some foreman be wanted at the main office. The verbal message is short and concise and saves time and steps.

This eliminates the necessity of holding visitors at the door for hours waiting until the superintendent happens to return from the factory. It is a matter of getting the party wanted, when he is wanted and enables an executive to accomplish his routine work with despatch and keep in touch with men who desire his counsel or general service.

An Aid to Accuracy in Blueprinting

A MILWAUKEE factory manager instructs his workers to rule up the lines of drawings carrying tabulations or detailed specifications, on the smooth side of the tracing cloth, putting tabulated or statistical work on the rough side. Erasures and changes can easily be made on the rough side. Tracings made in this way give as good blueprints as though the rulings and calculations were both on the same side, and makes it possible—particularly where erasures are probable or common—to handle the work with that efficiency, accuracy and dispatch so liked by the engineer.

Avoiding Detail in Paying Weekly

ONE of the arguments that is brought in favor of monthly payrolls is the fact that details are greatly eliminated, and as a consequence time and money is saved. As the monthly system of paying many times works a hardship upon the employee, there is often a demand that weekly payment of wages be made. It has been found possible in many cases, to handle weekly

NAME ..... No.....
WEEK ENDING ..... 191.....

No. Hours	1	2	3	4	5	6	7	8	9	10	Over
Sunday											
Monday											
Tuesday											
Wednesday										▲	
Thursday										▲	
Friday										▲	
Saturday											▲

Hours.....@...per hour.....

payrolls—when a right kind of pay slip is used—just as easily and with as little expense as the ordinary monthly payroll.

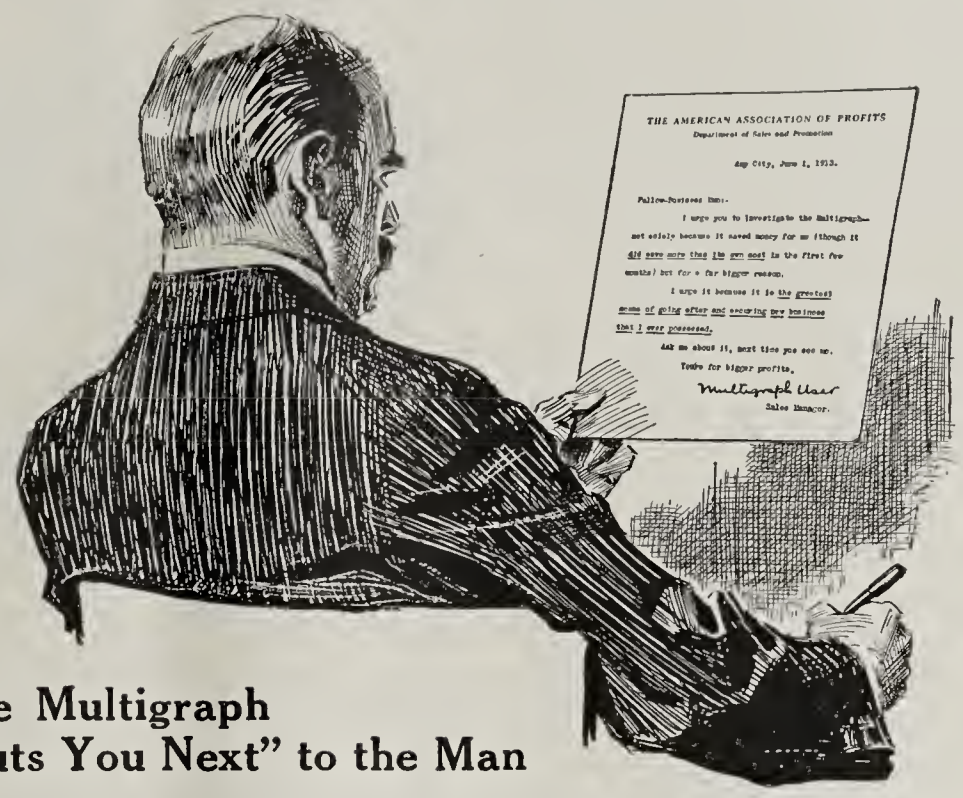
In the factory here referred to, approximately one-tenth of the workers are on a piece-work basis. These are paid in accordance with customary piece-work practice, the number of pieces produced each day by each employe being listed and payment being made on the showing.

The pay slip which is employed in the system in use in a St. Louis factory forms the basis for a considerable saving. To each workman each week is issued a time slip as illustrated, to record a week's work. This time slip may be made up in any convenient size, depending upon the detail that is desired and whether there is considerable overtime to calculate. The number of hours worked each day by each workman is indicated by means of a punch in the proper column. As commonly a large number of workers put in the same number of hours, the work of punching the slips may be done by a punching tool which puts the required record on a number of the cards at once, the cards being sorted into piles for punching. Week in and week out not over six to ten piles for punching are segregated, so that the actual "punching up" operation takes but a short time.

Each department employs a punch making a different mark, care being taken to have these marks as distinctive as possible. The general operating department is indicated by a circular punch; a star indicates the foundry; the japanning and plating division is shown by a crescent. Other departments are similarly indicated by means of cross, square, triangle or other distinctive punches.

In order to avoid the use of fractional hours, only whole hours are computed. when a workman is late he is made to wait an hour before commencing his work or to work overtime the quarter or half hour he loses, in order to make computation possible on the basis of even hours. This method alone does away with an amount of detail which saves considerable time.

Summary is made of the slips by computing the number of hours at the rate per



The Multigraph "Puts You Next" to the Man

And that's half the battle in selling goods.

The other half is to know your man before you go after him.

These facts explain the wonderful success of Multigraph System in producing new business.

Put the following three elements together and you make a sale.

1. The well-planned, persuasive form-letter **typewritten** on the Multigraph.
2. The attractive little two-color folder, **printed** on the Multigraph.
3. The man to whom they are addressed—not some unknown reader of an advertisement—but a definite individual **whom you know you want.**

The Prompt and Ready Multigraph

With the machine in your office, you are free from printers' delays.

When your ideas come to you, you can get them into type (any face of type) before inspiration grows cold.

Whatever it is—typewritten or printed—folder, booklet, house-organ, bulletin or letter—turn it over to the Multigraph.

The Multigraph opportunity in your business is limited only by your own originality—plus the free co-operation of our Business Aid Department.

THE MULTIGRAPH
Produces real printing and form-typewriting, rapidly, economically, privately, in your own establishment

THE AMERICAN MULTIGRAPH SALES CO.
EXECUTIVE OFFICES
1804 East Fortieth Street Cleveland
Branches in Sixty Cities—Look in your Telephone Directory.
European Representatives: The International Multigraph Co., 59 Holborn Viaduct London, England
Berlin, W-S Krausenstr., 70 Ecke Friedrichstr.; Paris, 24 Boulevard des Capucines

LET us tell you some of the astonishing things Multigraph System has done for others.

You're absolutely safe in investigating; for you can't buy a Multigraph unless you need it.

What Uses Are You Most Interested In?

Check them on this slip and enclose it with your request for information, *written on your business stationery.* We'll show you what others are doing.

AMERICAN MULTIGRAPH SALES CO.
1804 E. Fortieth St., Cleveland

Printing:
___ Booklets
___ Folders
___ Envelope-Stuffers
___ House-Organ
___ Dealers' Imprints
___ Label Imprints
___ System-Forms
___ Letter-Heads
___ Bill-Heads and Statements
___ Receipts, Checks, etc.
___ Envelopes

Typewriting:
___ Circular Letters
___ Booklets
___ Envelope-Stuffers
___ Price-lists
___ Reports
___ Notices
___ Bulletins to Employees
___ Inside System-Forms

hour, this being quickly done a short time before paying off time.

This system has been in operation for several years and has been found to have many good points and few poor ones, and may be adapted to any factory employing a majority of workers on time work.

Insuring a Full Work Roll

"OUR business is one that requires a full work roll every working day," says a manager of a Chicago manufacturing plant. "Our factory is located on the west side and many of our workers come from the north and south sides of the city. We give half holidays at least two, and sometimes all Saturday afternoons each month in summer.

"It became the custom on half-holiday days for a number of our employes to lay off for the forenoon. They would willingly stand the half day's cut in order to get a full day's time which could be used as desired.

"As it was necessary that we have a full working force on Saturday forenoons in order to make our shipments and avoid congestion of work on Monday morning, I made a straight increase of twenty-five per cent. for Saturday's work. This added considerable to the pay roll, but the steady workers appreciated the increase and those habitually taking the day off hated to miss their Saturday bonus, so that we were able to keep our working force intact by this method.

"A careful summary comparing the summer preceding—when the system was not in force—with the season during which it was in use, showed that the increase in output and efficiency more than made up for the money difference."

Determining Where to Locate

"WHEN labor troubles forced us out of the city in which our factory had been located for a number of years," says a factory manager, "it fell to me to determine to what town we should move the plant.

"I am a firm believer in doing as much preliminary work as possible by correspondence, so I had a record drawn off showing the date on which we started business, the number of employes with which we started, and a continuous record by months, showing the number of employes, the amount paid in salaries, amount of material purchased, output and such other information as would enable a chamber of commerce or city improvement club to determine exactly what we had been doing. The labor item was carefully itemized, showing the number of men employed at skilled trades and the number of unskilled workers. Further, from my knowledge of the business, I was able to estimate to a reasonable certainty how many of these employes would follow the company.

"With this information as a basis, I circularized the secretaries of over six hundred clubs and followed the letter by a telegram stating that prompt action was desired and that if possible we would like attention at a special preliminary meeting devoted entirely to the consideration of our case. This got immediate action in about twenty per cent of the cases.

"We figured that those making the prompt replies were, in all probability, the livest cities; at least the association was anxious to an extent that they had responded promptly. Ten of our sales force were put on the work of looking over the various towns from which we had heard, and when an excellent lead was secured, I followed it up. As our data covering the offers accumulated we found that in many cases the higher the bonus offered us in cash, land or buildings, the less desirable the labor market, shipping facilities or some other factor. Our tabulations were carefully made, showing the bonus offered, the number of employes available, the saving or increase in

Prof. Henry Dickson Principal, Dickson Memory School

The Master Key To Success

Are You Ambitious?

A Good Memory Means Greater Earning Capacity

A good memory prompts accurate judgment and quick decision—means clear, keen perception—develops concentration, self-control and direct line of thought—these make for greater success in any line of work.

You Can Be Trained To Remember Accurately

There's no excuse for any man groping aimlessly for ideas, thoughts, facts, words—or forgetting names, dates, faces.

There is no more excuse for a bad memory than for a flabby muscle. You can be trained to be "forget proof," to make your mind a perfectly classified, indexed and cross indexed filing system of facts, so that you can instantly command any fact, thought or argument.

A perfect memory is not some wonderful, natural gift, the possession of a lucky few—it is simply a matter of training by systematic exercise just as you would exercise a muscle of the body to make it strong.

Don't continue any longer trying to make something of yourself with the millstone of a faulty memory holding you down.

Memory Training Same as Physical Training—Exercise.

I Teach You to Acquire a Good Memory

I will make you master of the thousands of subdivisions of your memory's storehouse of rich treasures of knowledge, thought and experience and I can impart this instruction to you in a brief series of easy, enjoyable, interesting lessons which you can study at home in your spare time.

Ten Minutes Study Each Day Will Quickly Enable You To Acquire This Training and develop a memory that will increase your efficiency and productiveness generally. Thousands of successful men and women can tell you what my memory course has done for them. Some can tell you how they owe their present efficiency and success solely to this course. Others naturally bright, can tell you how my course of study increased the value of their natural powers—brought them to present success.

What Students Say About the Dickson System of Memory Training

W. J. S., Dalhart, Texas, writes: "I feel like thanking you for the way you are helping me. I am putting each lesson into practical use and feel that my mind is expanding, that my brain is clearer and that my health is very much better than before taking up your study. I feel that you are responsible for my success."

J. T. M., Stafford Springs, Conn., writes: "Am making good progress. It has always been very hard for me to get up before an audience to speak or read, but since practicing your exercises it is no trouble to do so. I feel quite at home in so doing."

It is certainly gratifying to receive a report like the following from one of my scholars, who says: "In the brief time of five months you have made me an entirely new man. While I was lacking in faith in my ability and compelled to work in a mill nine years, through your instruction I have been able to quit that work and am engaged at present, as a salesman with great success."

These are but three of thousands of letters received from thoroughly satisfied students.

The man or woman who is small in the wrong position can be big if put in the right position. A good memory will place you on the right road. Write for my FREE BOOK. "How to Remember."

From Mill To Salesmanship

Prof. Henry Dickson, Principal

Dickson School of Memory

760 Auditorium Building Chicago

My method is highly recommended by ELBERT HUBBARD, PROF. DAVID SWING, and thousands of others. Ten minutes a day of your spare time will give you this training.

Stop Forgetting!

Women As Well As Men Need the Dickson System of Memory Training

You've sympathized with the little girl who stuttered her "piece." But you've sneered at the strong man or woman who stammered and sucked air and gurgled ice water and forgot, and sat down in the kindly silence. In the child it was embarrassment, but in the adult it was bad memory—and unpardonable.

The social as well as the business success of any man or woman depends largely upon a good memory, giving one the art of conversing interestingly.

My course has proven an invaluable aid to thousands of club women, social leaders, settlement workers, teachers, professional and business women who were ambitious for self-advancement by the best modern methods of self-culture and intensely practical mental development.

You've pitied the little girl who forgot her piece.

What the Dickson System of Memory Training Will Do For You

This Dickson System of Memory Training is very simple. It puts your brain through a few easy exercises regularly.

You will be surprised when you go about it the right way, how quickly your brain responds—and at its wonderful capacity.

Ten minutes a day, for a remarkably short period, will give you this training—will teach you—

To remember names and faces of people you meet.

To focus your mind instantly, to use effectively the points of a business proposition.

To recall small but vital points of business without burdening the memory. To think on your feet.

To commit a speech or toast to memory quickly, and deliver it unhesitatingly in public or private.

To converse at social gatherings in natural, interesting way that wins friends.

To overcome self-consciousness, bashfulness and to apply concentration to the subject at hand. To memorize for studies, examinations, etc.

How To Speak In Public

"Speaking in Public" does not always mean addressing a large audience. No one's position is such that he can afford to neglect the cultivation of the art of expressing himself clearly, logically and convincingly. You may *mean* what you *say*, but unless you can say it with the ring of sincerity and the sparkle of truth you fail utterly. The man who is entirely free from embarrassment and self-consciousness, whose interesting conversation makes others feel at ease, is the much sought-after man. This is one secret of being popular.

You sneer at the big man who forgets and spoils an address.

The art of public speaking is indispensable not only to Lawyer, Preacher, Politician, Lodge man and woman, but also for every one who is ambitious for betterment, socially, politically or financially.

Memory training is the foundation of Successful Public Speaking. You cannot find a better combination than that of my instruction in "How to Speak in Public" in connection with Memory Training.

How To Get Free Copy Of This Valuable Book "How to Speak In Public"

De luxe edition, handsomely illustrated, richly bound. Is exactly suited to meet the needs of the man or woman who desires to be a successful public speaker.

The price of this 1913 de luxe edition is $2. I will, however, present a copy absolutely free to every student, who enrolls for my course of memory training within ten days after reading this offer.

I Want To Send You My Book "How To Remember" Absolutely FREE

Simply clip the coupon and mail it today. It will explain clearly the course that has raised thousands of men from failures to great successes. You can have this same training. My free book is the first step. Don't delay. Age, education, vocation or residence make no difference.

Send Coupon or Postal Today.

Mail This FREE Coupon Today

Prof. Henry Dickson, Principal,
Dickson School of Memory,
760 Auditorium Bldg., Chicago, Ill.

Send me free Booklet "How to Remember," also full particulars how to obtain a free copy of Dickson's "How to Speak in Public."

Name.....

Street.....

City..... State.....

salaries, the difference in freight rates, both on incoming material and outgoing product and principally, advantages of the labor market. Soon our tabulations showed us that out of the number of towns responding, three were satisfactory for our purpose, and after some consideration one was selected where the labor market was ideal and living conditions excellent, although freight rates were slightly in advance of what we had previously been paying.

"If every manufacturer who is figuring on moving would tabulate his experience records and make a corresponding tabulation of offers, taking into consideration the advantages, particularly of the labor market, there would be few mistakes made in getting a new location."

Varnishing by Machinery

A GRAND RAPIDS furniture factory superintendent found so much time being taken up in the varnishing room that it was necessary to make some change. His improvement was the design of a machine which varnishes panels as fast as they are run through. The machine resembles in many respects an ordinary sander, one man feeding in the panels and a helper picking them up as they emerge at the other end. The varnished results are equally good, with the labor cost cut in half.

Stopping Little Leaks

MISLAID or stolen tools or manufactured parts often amount to considerable loss in factories. In a brass plant, lack of piece work records was responsible for the pilfering of nearly two hundred handsome little ash trays. Small badges and emblems similarly disappeared, until the trouble in getting out a complete order roused the management to action. Accurate card records stopped the leakage.

At a gasoline engine building plant a stock tracing system developed the fact that in one year the parts which disappeared would have made one hundred and twenty-five complete engines, if assembled. This discovery led to locks for store rooms and watchmen at the gates.

One clever manufacturer thought his sewing machine operators wasted too many needles and he cut the quantity in half by requiring that the broken ones be turned in when a new one was required or a penalty of one cent was to be paid.

More Profitable to Rent

A MANUFACTURER who owns his own building seldom knows what his rent expense is when figured on the same basis as a landlord figures a tenant's rent. Yet a Chicago manufacturer found that his factory had become a better proposition to turn into offices than to use for manufacturing purposes. This was after a separation of rent expense items from overhead burden. The expense connected with the building, its lighting, heating, ventilating, fire protection, drinking water and passenger elevator equipment, together with the wages of sweepers, cleaners, janitors and watchmen come under the head of rent expense. The total amount of this divided by the available square feet of floor space gives the rental cost. A Bridgeport manufacturer, when an expert figured it out for him, found it more profitable to rent his foundry than to operate. The net difference in income was his waste in rent due to ignorance of the facts.

Limiting the Stock Deliveries

WASTE by foremen was checked by a good system of stores control in an electrical manufacturing plant. The engineering department prepared specifications showing the amount of material required to make one thousand parts of each kind of product, allowing for the

The Sure Shot Binder

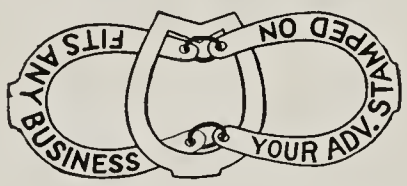
is the newest way to fasten paper or cloth and is also the best way. It is the only sure way of making your paper safe and secure.

This is but one of the many standard machines in the Acme line we have in stock. We will make a machine or staple for every specific use.

Write us full information stating your needs now.

ACME STAPLING MACHINE Co., Ltd.
112 NORTH NINTH ST. CAMDEN N.J.

Advertise Your Business



These Triple Horse Shoe Puzzles will do it. Sample, catalog and prices, 10 cents.

WESTERN PUZZLE WORKS,
ST. PAUL, MINN.

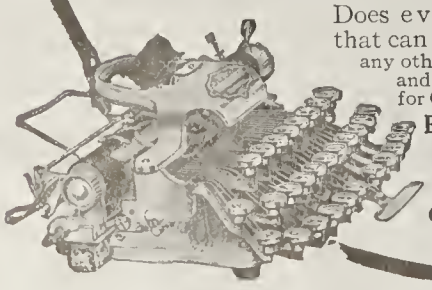
Must You Be Shown?

ORDER A No. 6 BLICK

on ten days approval—then notice the improvement in your correspondence and the time you save. Your friends will compliment you on the results. A real business getter. It will pay for itself and pay you dividends.

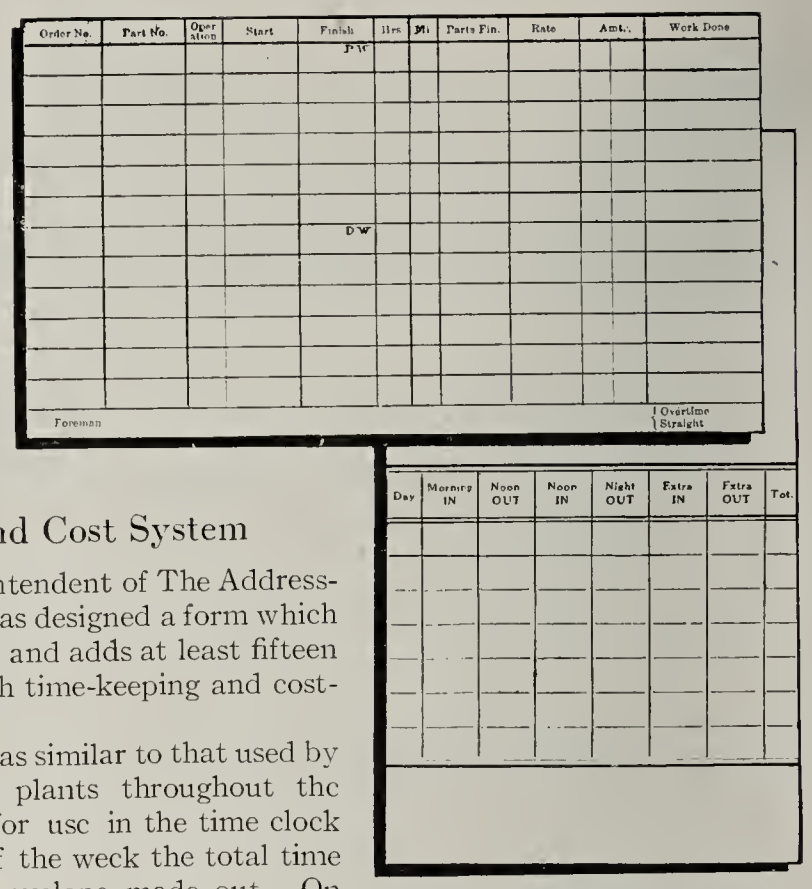
For the Traveler and Professional Man

the Blick is the only practical, portable, popular-priced, visible writing machine now on the market. Does everything that can be done on any other typewriter and more. Ask for Catalog T-10.



Blickensderfer Mfg. Co.,
120 N. Dearborn Street,
CHICAGO, ILL

necessary amount of scrap. When a production order was issued, the storekeeper was advised of the quantity of material required on the order. Requisitions on an order number were filled up to the quantity allowed and more was refused. Foremen were obliged to make an explanation to the general foreman and secure his approval before the stock clerk could deliver more.



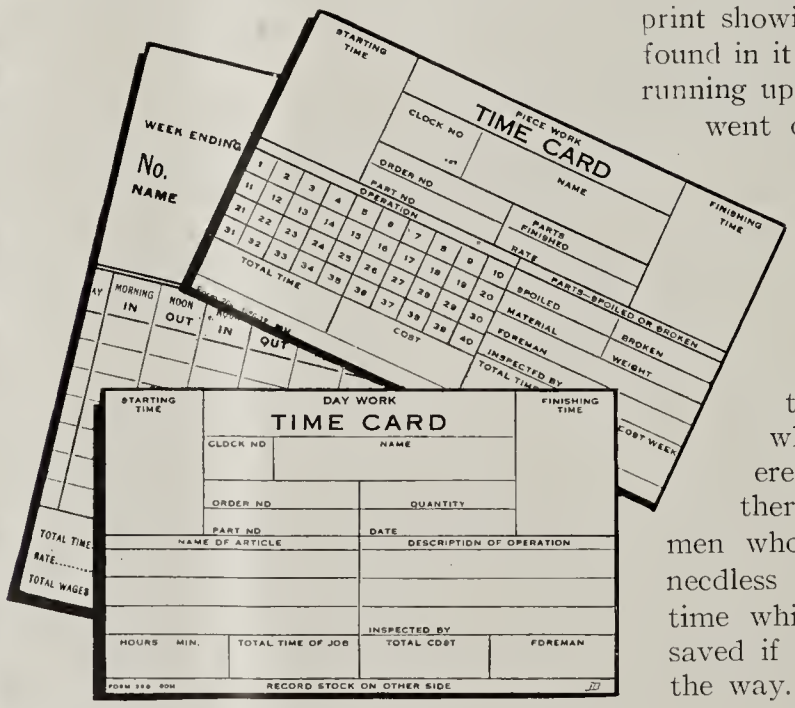
A Combined Time and Cost System

MR. J. P. JACKSON, superintendent of The Addressograph plant at Chicago, has designed a form which cuts down expenses appreciably and adds at least fifteen per cent to the efficiency of both time-keeping and cost-keeping departments.

The system formerly in use was similar to that used by a majority of manufacturing plants throughout the country—a weekly time card for use in the time clock and from which, at the close of the week the total time was computed and the pay envelope made out. On piece work a separate individual time card was used, while on time work still a third time card was considered necessary.

This made three forms from which the weekly summary and the summary for cost-keeping purposes was made, but in the new system, instead of the time card being used for a week, an individual card is used for each day. The form is shown, both reverse and obverse, and the rulings cover the same information as covered by the ordinary time card. When the worker is employed at piece work the record is filled in in the space indicated by the letters "P. W." When the worker is employed at day work his record is filled in under the corresponding letters, "D. W."

It is found that this system greatly simplifies work in both time-keeping and cost-keeping departments. It reduces the number of forms from three to one, making proportionately that much less labor for the clerical force. Besides this, it has been noted that the efficiency of the department is appreciably higher since this system has been put in force.



Paid for Walking Three Miles a Day

A SUPERINTENDENT of an automobile factory took a turn around the yards one day and found that for some weeks the company had been paying a man good wages to walk about three miles a day and carry a plank. It was not the same plank all the time, of course, but it amounted to the same thing; for the man was spending his time walking from an industrial track to a dry kiln, carrying one plank on each trip.

The superintendent looked up the blue print showing the layout of the plant and found in it a branch of the industrial track running up to the dry kiln. He thereupon went out into the yard again—this time with a spade—and after making a number of soundings he located the old track, buried under a mass of dirt and debris.

He never was able to locate satisfactorily the cause for that track being closed up; but whether the track has been covered up or still needs to be built there are in almost every factory men who are spending much time in needless and non-productive walking—time which could in large measure be saved if some one would only map out the way.

Getting a Start in Business

How a Number of Young Men and Women Have Helped Themselves

By F. L. Brittain

JOHN J. INGALLS *wrote a poem called, "Opportunity," in which he made Opportunity out as a specter that knocked once at our door and ran away if the same was not opened immediately. Many of us have since been trying to prove an alibi. Others of us go right on trying after failing. That Opportunity does not always come in a big way and with a big flourish and that it does come to all kinds of people, in all stages and of all ages, is told here truthfully.*

Information Clerk Owns Novel Business

IN ONE large city the information clerk in the Union Railroad Station had told hundreds what time the trains left from his own station and the time they would arrive in almost every city in America. He had given information of every kind and every description to men and women of every nationality and every position in life. That's his business still—giving information—but for a purpose. In an uptown store he has installed 'phones for free use to everyone. He also sells mineral water and conducts a shoe shining parlor. But his tips for information and free 'phone service make up the greater proportion of the revenue of his business which is modestly estimated at three hundred monthly.

Added a small stock of furnishings, and began the making of a big merchant.

Packer to Dairying and Poultry

A YOUNG WOMAN of thirty was packer for a wholesaler of millinery. Her salary of nine dollars per week kept her and aged mother in bare necessities. Her work at times kept her late in the evening, and seven in the morning during the busiest season found her at her post. For six years conditions remained unchanged. Then a good Samaritan neighbor sold her a milk cow for $65 on credit. The cow was milked before daylight and after work hours in the evenings, sometimes late at night. The milk was sold and delivered fresh after milking time to friendly neighbors. Despite the irregular hours of attention the cow paid for herself in a year. Now the woman has two good cows and is able to hire a boy to deliver the milk. The two cows bring in more money than the woman earns at the wholesale house. Chicken raising has been added and soon the woman is to give up her position and devote her entire time to the more profitable dairy, chicken and egg business.

Clerk Then Store Owner

A YOUNG MAN in a small southern city tired of clerking. He had only fifty dollars saved. He sent for catalogs of 5 and 10 cent goods, ordered a few of their special "leaders" and engaged a small room on a busy but cheap retail street. Going to a local wholesaler of notions he secured a small lot of miscellaneous goods on credit. His counters were dry goods boxes, calico covered. The building had shelving in it—these were filled with empty boxes and by spreading out the little stock of notions. The "leaders" coming in he put all that could be spared on a goods box in front of his door. Circulars were scattered announcing the big bargain sale. One hundred pans, costing 25c, were sold for 39c the first day. From this humble start a big business has grown. The store is now many times its original size and twenty salespeople are employed. But the special one day sales continue, for these are the life of the business.

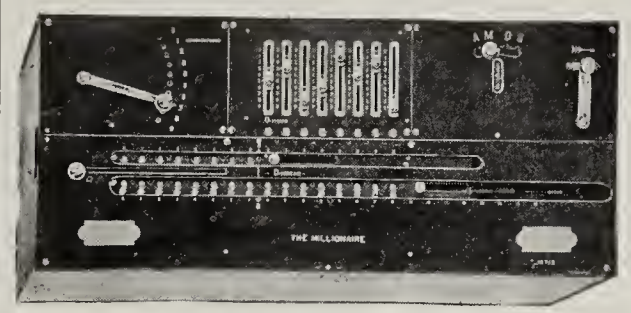
Delicate Boy Raises Sweet-Peas

AS AN evidence of the many kinds of business a young person can get into it is decidedly appropriate that attention be directed to the young man, less than 21, whose income is said to be five thousand dollars yearly from a sweet-pea patch. Delicate, at school he found boys of his age too rough to play with. In his own little garden patch he planted sweet-peas and sold a few one year. The next year

"MILLIONAIRE" CALCULATOR

Many times faster than any other. Requires only one crank turn for *each figure* in the multiplier or quotient. Every other machine necessitates one crank turn for *each unit of each figure*. This exclusive advantage means greater speed, minimum wear, less chance for error. U. S. Gov't. Depts. use over 100 of these machines—great numbers in use by largest corporations. Write today and arrange for demonstration.

W. A. MORSCHHAUSER, Sole Agt. for No. America, Rooms 4039-4042 Metropolitan Bldg., New York



IT FAIRLY GLIDES ALONG

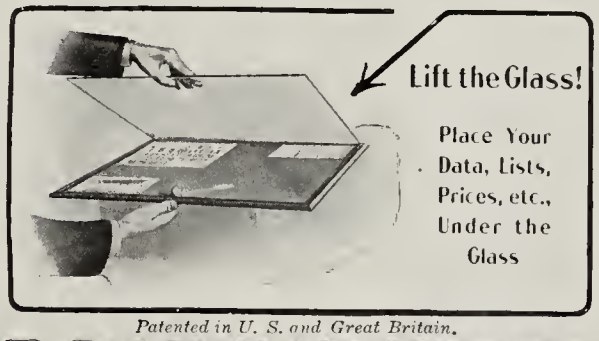
All Paper surfaces are alike to the man who uses a "Vulcan" Ink Pencil

Never leaks skips or blots

Two Sizes, 4¼ and 5½ in. $1.00 Red or Black Rubber

Agents wanted. Write now.

J. F. ULLRICH & CO., 27 Thames St., NEW YORK



Patented in U. S. and Great Britain.

THE ROSCO GLASS DESK PAD

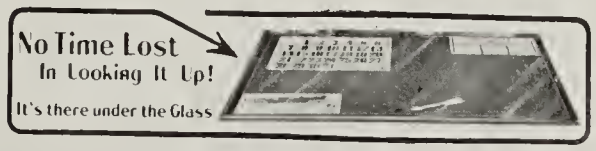
will increase the efficiency of your desk because many things may be kept in plain sight for *INSTANT REFERENCE*

Particularly Adaptable to the Following Professions

MERCHANTS—general data and reminders.
BROKERS—stock market reports.
BANKERS—financial statements.
LAWYERS—court calendars.
DOCTORS—medical reports.
REAL ESTATE—building plats.
ARCHITECTS and ENGINEERING PROFESSION IN GENERAL—engineering data.
CREDIT MANAGERS—collections, accounts due, etc.

Also for CLERICAL desks, PUBLIC writing desks, and all places where a HARD, SMOOTH, CLEAN and SANITARY writing surface is required.

No Need of Additional Expense for Blotter Replacement



A SIZE FOR EVERY DESK

If your office supply dealer cannot supply you, write for prices and circular direct to manufacturers.

Ravenswood Office Specialties Company
1469 Irving Park Blvd., Chicago, Ill.

Do You Want this Fountain Pen?

Buy a Bottle of JASMINE INK From Your Dealer

Mail us the label from the bottle with 15c. for packing and mailing, and 10c. for registry, we will send to your address this beautiful Fountain Pen at no further cost to you.

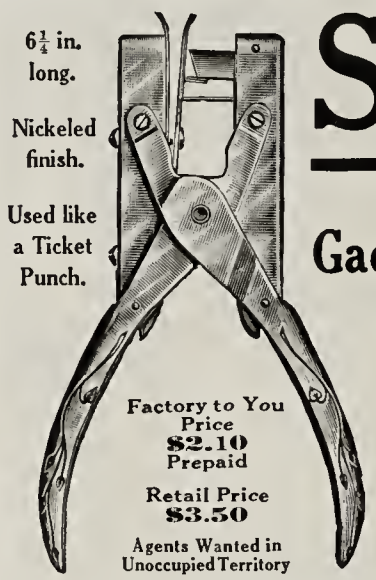
Fountain Pens Guaranteed for Two Years by Using *Jasmine Ink* IF IT ISN'T PERFUMED IT ISN'T JASMINE

Our pens are guaranteed two years providing JASMINE INK is used exclusively in them. Should any defects in material or workmanship develope within two years send the pen to us with this warantee and 10c. to cover postage for its return in good condition. If the purchaser uses any other ink than JASMINE this guarantee becomes null and void.

THE CANTON CUTLERY CO., Manufacturers.

The United News and Stationery Company,
Dept. B, ROCHESTER, N. Y.

N. B.—A Sample Bottle Jasmine Ink by mail 10c. Use the label in ordering Ink.



SAVE 55% FILING SPACE

TIME
WORRY
MONEY

The FIRST Cost is Your LAST Cost

When You Purchase

Gaertner's "NO-CLIP" Paper Fastener

The Modern Substitute for Clips, Pins and Fasteners

No danger of Correspondence becoming attached to other Correspondence

GUARANTEED FOR ONE YEAR

Salesmen who have the entry to large office buildings, factories, dealers, wholesale houses are making from $8 to $10 a day.

OUR PRICE $2.10 PREPAID is but a Special Introductory Offer.

Mail Order Dealers We furnish circulars free. Letterheads, etc., at cost. Write today for our liberal proposition.

B. GAERTNER MANUFACTURING CO., St. Louis, U. S. A.

12 DAYS in the Wonderful North $60.00 UP

SEEING FOREIGN AMERICA, including all expenses for travel, berth and board, is offered by the

RED CROSS LINE

Visiting *Halifax, Nova Scotia* and *St. John's, Newfoundland.* The most desirable vacation cruise from New York.

EXCELLENT FISHING AND SHOOTING

New tourist steamships—"Stephano" and "Florizel"—fitted with every device for comfort and safety—wireless, bilge keels, submarine bells, etc. 7 days at sea; 5 days in port; the ship is your hotel. No transfers. Splendid cuisine. Orchestra. Sea sports. This cruise will be one of the most novel and delightful experiences of your life.

Reduced rates for superior accommodations during June, September and October.

SEND FOR ILLUSTRATED BOOKLET 31.

BOWRING & COMPANY, Battery Place, New York, or your Tourist Agent

he went into the sweet-pea business and used all the available ground his family possessed, his crop was a success and sales were easy. He enlarges his pea patch as fast as his market widens. He has had no trouble in selling all he could grow. He refuses to hire help, preferring to do all his own work. He has had one or two unsuccessful years, his plants would not bloom and suffered ills unknown to him. But he worked with them and studied them. He bought new seeds, bred and crossed them, and now he knows how to successfully grow and market sweet-peas. Five thousand dollars! Quite a lot of money that for a school boy to earn.

He had given information of every kind and description to men and women of every nationality.

From Salesman to Merchant

A YOUNG MAN of twenty was a good road salesman at a salary of sixty dollars a month. Without notice his firm failed, leaving him stranded in a little town with less than a hundred dollars. Seeing an advertisement in a magazine that a great tailoring house wanted agents, he applied, secured an agency and the first month made clear eighty-seven dollars. Thereafter his profits increased. In three years he added a small stock of furnishings and thus began the making of a big merchant.

Stenographer to Florist

A STENOGRAPHER whose hours were long and not congenial found her employers no longer willing to pay her $15 per week. Four years in the employ of the firm had enabled her, with a little outside work, to save three hundred and fifty dollars. She bought a florist's agency in a prominent corner drug store and where a man had been unsuccessful. The woman had friends and made many more. She knew how to make pretty corsage and button-hole bouquets and she arranged her

stock prettily. Since starting in business for herself she has bought other stands previously unprofitable and in each installs a bright and businesslike girl. A block of ground near the heart of the city wherein she does business has been secured and soon she will be growing her own plants and flowers.

A Peddler Becomes Shop Keeper

PERHAPS one of the most peculiar business successes is that of the man who conducts a watermelon shop in a large city of the central west. His place is nearly always crowded. A store room was rented near a busy corner. The room is twenty feet deep and so narrow after counters and stools were put in that one could scarcely get in or out. The proprietor started with twenty dollars he had saved from peddling watermelons bought from a wholesale commission house. A little show window was filled with ice and cut watermelons. Signs told the hurrying passerby that a big, generous, juicy slice of cold watermelon was only 5c. There has not been a dull day or even a dull hour for the watermelon shop. The proprietor is clearing on an average of $15 daily.

Shine Boy Then Shop Owner

LAST SUMMER a Greek boy tired of earning $9 a week and working from 7 a. m. to 9 p. m. He had been polite and nice to the business man who conducted a store near to the shop where he was working. By the business man's store ran an alley. The Greek boy received permission to attach an awning to the side of the store and under it set up a shoe shining bench. He paid his brother good wages to help him and until cold weather drove him away he cleared twenty dollars weekly. Now he owns a shop of his own—one that has a roof overhead and keeps open winter and summer.

Elevator Man Makes Successful Farmer

AN ELEVATOR man was earning twelve dollars weekly; his working hours were 7:30 a. m. to 6:30 p. m. His son was learning the printing business, getting $9. This man rented his home, for he had saved in his life less than a hundred dollars. He moved to the edge of the city he lived in, rented an acre of ground and began raising chickens. His income is now nearly two thousand dollars a year, his chicken ranch is being improved and enlarged and changing from an inactive indoor life to active out-door work has made a delicate man robust and strong.

Nothing to Prosperous Real Estate Man

A NE'ER-DO-WELL, who had helped by extravagance and laziness to bankrupt his father, tried working for others, none of whom would help him to advance because of his lack of worth. An employer in passing a piece of vacant property he owned, remarked he wished that he could sell it as he could use the money to good advantage. The ne'er-do-well had heard his father say that a large wholesale house had its eye on the property and would buy at a bargain. The ne'er-do-well engineered the deal, clearing for himself more than he had made in a year on a salary. It was easy for him to step into the real estate business. Now he is rated as a comer. He has a nice office and is building a good business.

The Entering Wedge

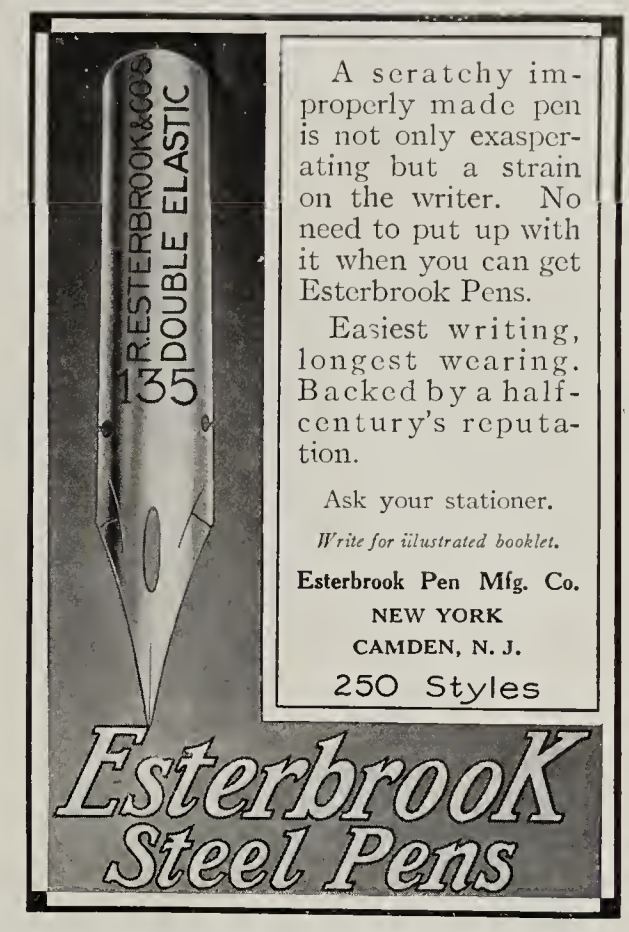
Various Methods Used by Practical Salesmen to Get on Friendly Terms With the Buyer

By H. M. Oliver

MY first words to a prospective customer," said a successful salesman, "always bring assent. I never begin with anything he could possibly dissent to. I will start with something we are agreed upon if I have to go as far as the color of something in his store to find it."

This salesman has learned from experience the importance of being in accord right from the beginning of the interview. There are enough difficulties to be met and overcome without adding to them by discord at the start. The earlier a prospect can be made to agree with you, the easier it will be to secure agreement when the moment comes for the decision to buy or not to buy.

A good impression made upon the start is of immense help and an unfavorable impression creates a corresponding handicap. Buyers are human and are guided largely by their feelings. This is one reason why salesmen today try to make their personal appearance pleasing and agreeable; their first appeal is to the eye, and they know the advantage which a pleasing exterior gives in gaining an interview.



PARKER'S HAIR BALSAM
Cleanses and beautifies the hair. Promotes a luxuriant growth. Never Fails to Restore Gray Hair to its Youthful Color. Prevents hair falling. 50c. and $1.00 at Druggists.

Ruby FREE
To introduce our Genuine Maztec Gem (U. S. Letters Patent)—the only satisfactory substitute for the diamond that stands all tests and has *permanent* dazzling brilliancy, we make this *special offer:*
If you will mention this advertisement and send us 5 two-cent stamps for our beautiful Art Catalog "The Story of the Maztec Gem," we will send you *free* with catalog a *genuine* uncut Navajo Ruby (sells at 50c.) bought by us from Navajo Indians, together with a cost-price offer for cutting and mounting.
Write today: FRANCIS E. LESTER COMPANY
Dept. 63G, Mesilla Park, N. Mex.

1000 Best quality Bristol Business, Professional or Visiting Cards, postpaid, for $1.50
Send postal for Price List of Business Stationery.
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If Your Dealer cannot supply you, write direct for Samples.
A. S. LANDSBERG, Mfr.
27-29 Beekman Street NEW YORK

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H. D. Roosen Company
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Nervousness and Exhaustion

When weary and languid, when the energies flag and you are completely exhausted and worn out, there is nothing so refreshing and invigorating as

Horsford's Acid Phosphate
(NON-ALCOHOLIC.)

Its revivifying effect will throw off the depression that accompanies exhaustion and nervousness; strengthen and clear the brain that has become tired and confused by overwork and worry, and impart new life and vigor to the entire system.

A teaspoonful in a glass of cold water with sugar, makes a delicious, refreshing drink.

An Ideal Remedy in Nervous Disorders.

MAKE BIG MONEY RAISING POULTRY

Join the Ranks of Profitable Poultry Raisers

To-day great profits are being realized in this fascinating business. ¶ We offer you a thorough correspondence course of instruction as it is possible to secure.

Complete library and lessons are furnished students at once and examinations are conducted by us.

If you would like to know more about how to raise poultry for a profit,

Send us the Coupon To-day

SEND THIS COUPON NOW

This request places you under no obligation whatever

The International Poultry School, Box 98, Detroit, Mich.
Gentlemen:—Without any obligation upon my part, kindly send me complete details on your course in Poultry Culture.

NAME.....
ADDRESS.....
CITY and STATE.....

The INTERNATIONAL POULTRY SCHOOL
Box 98 Detroit, Mich.

Of course, to make a successful approach requires more than merely refraining from antagonizing the prospect. To arouse interest requires force and resourcefulness. Something must be said which convinces the other man that there is a message he should hear. The more thorough his knowledge of his own business and the more he knows of the prospect's needs, the surer the salesman is of saying that which carries conviction to the other man's mind.

Confidence as a Sales-Maker

UNFORTUNATELY, there has grown up an attitude of defense upon the part of the buyer, and the words of the seller are often discounted. Past business traditions, the evolution of salesmanship from trickery, the legal maxim of "Caveat Emptor" (Let the buyer beware) have all done their part to create this barrier between the buyer and the seller. The power that tears down this fence of suspicion and doubt is confidence. Confidence is the very atmosphere in which business thrives and the best salesmen know the assistance which meriting confidence gives them. It is constantly growing harder to induce strong salesmen to take up a poor line of goods, for they know they can not sell goods in sufficient quantities unless they can make their words ring true.

Whether you are selling groceries, automobiles or insurance policies, you are dealing fundamentally with that volatile and elusive thing which is known as the mind. Not only do all men differ, but each man seems to have many selves, each of which is different from the other. A man who would be influenced favorably by one form of approach and argument might a little later entirely change his viewpoint. It is up to the salesman to scent the atmosphere and be prepared to meet the other man's mood.

The "old man" had a terrible grouch on.

A salesman entered a store and was pleasantly greeted by the proprietor. All cordiality, however, faded as soon as he mentioned the name of the concern he traveled for. In a few crisp, scorching sentences he was informed that he or any other representative of his house would only waste their time in that store. Did that salesman get angry and retort in kind? Not on your signed order blank. In a sympathetic tone, he said, "Evidently some employe of my house has not treated you as my people want you to be treated. If you had received the treatment my house wants their customers to have, you would be glad to see me." And again a soft answer turned away wrath.

To the experienced salesman as to the righteous of old, all things work togther for good. He makes the other fellow's mood his opportunity.

A star trading stamp salesman was stopped by a friendly clerk as he entered a store and was informed that the "old man" had a terrible grouch on.

"What's the cause of his grouch?" he asked.

"He heard this morning that two of his customers who owe him big bills have gone off on pleasure trips without paying him. He says they are spending his money and

he never gets a vacation," was the answer.

This gave the salesman his cue. He went in the store, diplomatically drew out the merchant until he told his grievances, and then showed him that trading stamps would encourage cash trading and prevent the running up of large bills.

Forewarned

FOREWARNED is forearmed in the selling game. Many business men pride themselves upon their ability to turn down a salesman. They probably reason it out that a salesman who can be easily turned aside has no very important proposition. Now, the salesman who is armed with some striking fact about the other man's interests in connection with his own proposition can often use it to force attention and interest from an indifferent prospect.

There cannot be too great preparation on the salesman's part before approaching a prospect. Every bit of advance information he can secure regarding the man and his methods enables him to more intelligently talk to him. His reputation, personal foibles, family, accomplishments, particularly his business methods, each suggest something of significance.

An office appliance salesman who was turned down by this type of a prospect came back at him with "You are paying out the price of this device every five and a half months to get the same work done, and not done as well." With that he produced several sheets of carefully tabulated figures and proved his point. The result was a sale.

Insurance salesmen no longer canvass. At least the biggest men in the business do not. They study each case separately and when they approach a prospect they are prepared to prove his need of insurance and his ability to carry it. The late Tom Lowry, of Minneapolis, fell victim to an insurance salesman who happened to be aware of his favorite weakness. The insurance agent learned that Lowry was an inveterate bettor, and this suggested his entering wedge. He figured out what the premium on a fifty-thousand dollar policy on Mr. Lowry's life would amount to. Then he walked into the traction magnate's private office one day and offered to bet Lowry fifty thousand dollars against the annual premium that Lowry would live a year. Lowry took him up in a flash and he presented the application for insurance and Tom signed it.

The Mental Attitude

NO salesman could be wholly successful, who has not learned that he must hold the same attitude toward his prospect, which he wishes him to hold toward him. The average salesman has learned that in the approach he can not think hatred and suspicion and meet kindness and confidence. He knows that if he would be successful, he must think success. From the most selfish standpoint imaginable, a salesman should try to see the good in the man he wishes to sell.

Too long have the buyer and the seller both felt that every transaction had to have a worse end. No deal is a business deal unless both sides mutually profit. The surest way to win confidence, which is the very atmosphere in which business can grow, is a desire to serve. For to serve is the only real thing it is permitted any of us to do in this world.

In the last analysis, the entering wedge must be a sincere desire to give value. Given a good proposition, a pleasing first appearance, a knowledge of the other man's needs and a conviction of ability to satisfy his needs and the mind of the prospect, be it ever so tightly closed, may be opened.

WE INVITE EVERY THIN MAN

To Try This New Scientific Flesh Building, Weight Increasing Method at Our Expense.

This is an invitation that no thin man or woman can afford to ignore. We invite you to try a new treatment called "Sargol" that helps digest the food you eat—putting good, solid flesh on people that are thin and under weight.

How can "Sargol" do this? We will tell you. This new treatment is a scientific, assimilative agent. It increases cell growth, the very substance of which our bodies are made —puts red corpuscles in blood, which every thin person so sadly needs, strengthens the nerves and puts the digestive tract in such shape that every ounce of food gives out its full amount of nourishment to the blood instead of passing through the system undigested and unassimilated.

Women who never appear stylish in anything they wear because of their thinness, men under weight or lacking in nerve force or energy have been made to enjoy the pleasures of life—been fitted to fight life's battles, as never for years, through the use of "Sargol."

If you want a beautiful and well-rounded figure of which you can be justly proud—a body full of throbbing life and energy, write the Sargol Company, 6-F Herald Building, Binghamton, N. Y., today, for 50 cent box "Sargol," absolutely free, and use with every meal.

But you say you want proof! Well, here you are. Here are the statements of those who have tried—been convinced—and will swear to the virtues of this preparation:

REV. GEORGE W. DAVIS says:
"I have made a faithful trial of the Sargol treatment and must say it has brought to me new life and vigor. I have gained twenty pounds and now weight 170 pounds, and, what is better I have gained the days of my boyhood. It has been the turning point of my life."

MRS. A. I. RODENHEISER writes:
"I have gained immensely since I took Sargol, for I only weighed about 106 pounds when I began using it and now I weigh 130 pounds, so really this makes twenty-four pounds. I feel stronger and am looking better than ever before, and now I carry rosy cheeks, which is something I could never say before."

CLAY JOHNSON says:
"Please send me another ten-day treatment. I am well pleased with Sargol. It has been the light of my life. I am getting back to my proper weight again. When I began to take Sargol I only weighed 138 pounds, and now, 4 weeks later, I am weighing 153 pounds and feeling fine."

F. GAGNON writes:
"Here is my report since taking the Sargol treatment. I am a man 67 years of age and was all run down to the very bottom. I had to quit work, I was so weak. Now, thanks to Sargol, I look like a new man. I gained 22 lbs. with 23 days' treatment. I cannot tell you how happy I feel."

MRS. VERNIE ROUSE says:
"Sargol is certainly the greatest treatment I ever used. I took only two boxes of Sargol. My weight was 120 pounds and now I weigh 140 and feel better than I have for five years. I am now as fleshy as I want to be, and shall certainly recommend Sargol, for it does just exactly what you say it will do."

Full address of any of these people if you wish.

The fame of this discovery extends throughout the world. A gold medal was awarded Sargol at Brussells in 1910. Another at Rome in 1911.

Dr. Cuddy, Hon. Staff Physician St. Luke's Hospital, says: "I have prescribed Sargol and am exceedingly satisfied with results. It contains all the elements for flesh forming, is of high value in most cases of malnutrition, assuring rapid recovery from wasting diseases."

Dr. Mascarenhas, Ph. D., F. C. S., says: "Sargol contains elements well calculated to increase weight. It is free from harmful or dangerous drugs."

Dr. Armant, M. D., Sc. D., reports: "Sargol is in every respect a superior preparation, safe flesh builder and vitalizer, bound to benefit those taking it."

Probably you are now thinking whether all this can be true. Stop it! "Sargol" does make thin people add flesh, but we don't ask you to take our word for it. Write us today and we will send you absolutely free a 50c package for trial. Cut off coupon below and pin to your letter.

This Coupon Good for 50c. Package "Sargol."
This coupon, accompanied by 10 cents to help pay postage, packing, etc., entitles any thin person to one 50c. package "Sargol" (provided you have never tried it). THE SARGOL COMPANY, 6-F Herald Bldg., BINGHAMTON, N. Y.

LINTON'S LOGICAL LETTERS **PULL**

There is no form of Advertising today that will convince a prospective buyer as readily, and get his order as easily as a strong, convincing letter where truth and sincerity prevail in every line.

We plan, produce and sell **Sales Letter Campaigns** that are putting dollars in the pockets of our clients. That's what you want.

We also can produce **Typewriter Letters** from your own copy, if preferred.

We have cheap Letters, better Letters and the **best Letters,**

Linton's Letters de Luxe

They defy detection.

Your postage is the same for a poor letter. Why not use the best and get the best returns possible.

Perfection is our only aim, and 15 years' experience, combined with absolute sincerity, has built our business. We ask what the work is worth, **not one cent more.**

We can produce your letters from start to finish, address the envelopes, fill-in headings and mail in the post-office.

Write us on your own letter head and we will quote prices on any letter you may want, or give you other information. Consultation by mail **Absolutely Free.**

MERCER D. LINTON
Typewritten Letter Specialist
120-122 Farmer St. Detroit, Mich.

Washburne's Pat. "O.K." Paper Fasteners, used exclusively by those who desire the best in Office, Bank, School and Home. Made of Brass and nickel-plated Steel, three sizes; put up in Bright Metal boxes of 50 & 100 each. *Your Stationer*, 10, 15, 20 & 25¢. Send 10¢ for box of 50 assorted. Booklet free.
YEARLY SALE NOW 100 MILLION.
THE O. K. MFG. CO., Syracuse, N. Y.

Golden Rule Collection Letters!

Get the money without giving offense. Save time and postage. Make friends instead of enemies. Send for circular. GOLDEN PUBLISHING COMPANY, 413-B Federal Bldg., COLUMBUS, O.

Send for a Sample of

The Commercial Weekly Expense Book

The most simplified book for progressive salesmen and business houses.

You will be surprised in this new book.

$2.00 per 100
$16.00 per 1000

Send for a Sample NOW

The Business Sales and Service Company

Box 98 Detroit, Mich.

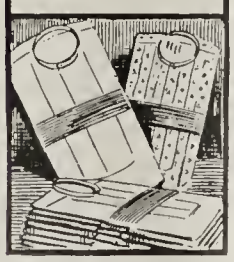
WAYS and MEANS

Practical Methods for Improving Business Routine—Short Cuts That Save Time and Effort, Lessen Costs and Multiply Profits

Giving "Class" to a Hotel

AN IOWA hotel keeper has given his place a distinctive touch by asking people of note who have stopped there to send him signed photographs, to be framed and hung on the wall of the lobby. Many of these, in sending the pictures, have written letters of appreciation of the treatment given them at the hotel. These are framed with the photographs, forming not only an interesting collection of autograph letters, but serving as well to fix the hotel in the memory of its guests and to raise it instinctively in their regard. As an improvement to meet and excel competition this same hotel has equipped all its closets with stationary hangers for coats and trousers. This unusual feature is noticed at once and appreciated especially by traveling men.

How a Laundry Saves Pins



FOR SEVERAL years the Success Steam Laundry had been using pins for pinning together the paper bands which were put on freshly laundered shirts.

One morning a salesman came into the laundry, and informed the Manager that he could save him some pins. He was interested to know in what way it could be done, and the salesman proceeded to show him how it could be accomplished.

Taking a clipless paper fastener out of his pocket which is used in a large number of offices for fastening papers together, he handed it to a girl who was putting bands around shirts and instructed her how to use it.

She began to fasten the bands together with it, and worked much faster than before, when she had been using pins. It did the work neater and quicker and saved the cost of pins.

The salesman had no difficulty whatever in obtaining an order for several of the fasteners.

Stimulating Interest Among Salesmen

IN ORDER to induce salesmen to push their metal in preference to other makes, the manufacturers of a well known babbitt metal offer a premium of 1 cent per pound, which is paid when 15 sales of metal have been made.

This offer is made to dealer's salesmen and in order that it may appear as nothing more than a suggestion, a notice is sent urging the salesman not to neglect his regular line of business but to simply remember ——— metal when offering his general line and take advantage of the opportunity to put in this standard article when opporunity offers. It being the only bearing metal marketed exclusively through the dealers and having uniform prices, the dealers generally appreciate this and ——— orders are always welcome, while it is often an advantage to the customer to have an item of this kind come along with other goods.

In connection with this offer salesmen are furnished with post cards numbered

You, Who Work for a Living, Will Be Interested in This Story!

On the first day of January, a man who had been employed by the Baltimore and Ohio Railroad in one of the important departments in the general offices at Baltimore, stepped into the office of the Superintendent and said: ***"Mr. Superintendent, I've been with the B. & O. for fourteen years today. I've been a faithful and efficient man and I would like to have more money than I am getting."***

The Superintendent Replied: "Mr. Ross, I appreciate the fact that you have been with the road fourteen years and I know that you have a clean record. In fact, I believe you were with the B. & O. for eight years before I came here, and *for six years before I ever did any railroad work at all.* I know you are competent to do the work you are doing, and I am perfectly willing to recommend an advancement for you, but not for the work you are doing now. I am not authorized to pay any more for that work than you are now getting; if I were, you would have been getting it long ago. But I'll tell you what I will do. I will give you another job that pays more money.

"What Other Job Around Here Can You Fill?"

That last question was a stunner! What other job around there could this man fill when he had been at one desk all his life, doing only one kind of work? The result of the interview was that this perfectly capable, sober, and honest man had to remain at his old job, not because the superintendent was unwilling to advance him, not because there was no better job in that office, but BECAUSE THE MAN WAS NOT CAPABLE OF FILLING ANY OTHER JOB. In other words opportunity knocked at his door, found him unprepared for the call, and had to pass on without entering.

How about your own case? Where would *you be* if opportunity knocked at your door, or if you went out and found Mr. *"Opportunity"* and cornered him for an interview?

Suppose this B. & O. R. R. man had been putting in, say, only one hour each evening—probably the hour he actually wasted in amusement or idleness, during all these fourteen years preparing himself for a better place? Suppose he had been able to say to the superintendent:

"I can fill either one of those vacancies in the tariff bureau which must be filled shortly" or "I can fill Jones' job in the Accounting Department when he is promoted the first of the month."

What first would have been necessary to have enabled him to make such statements? *Preparation, Competency, and Training.*

How often have you heard it said that men usually stay at one desk a natural lifetime in the railroad business! Do you know the real reason why railroad men remain at one desk always? The trouble is not with the railroads. It is with the men themselves. Consider, for example, *James J. Hill,* who arose from telegraph operator to President of the *Great Northern Railway; Samuel Rea,* who began as chainman and rodman and arose to the Presidency of the *Pennsylvania Railroad;* and *Wm. J. Harahan,* President of the *Seaboard Air Line Railway,* who began as office boy for the superintendent of the L. & N. R. R. Do you suppose these big railroad men could have advanced as they have without study and preparation?

New Jobs Now Open—Earn from $35.00 to $100.00 Weekly as Traffic Managers

Modern transportation is a jungle of *routes and rates* calling for specialists who, like the *pathfinders* of old, have expert knowledge of the *trails of traffic.* How to route shipment to obtain *shortest mileage* and *quickest deliveries* and how to *classify* goods to obtain *lowest rates* are two vital factors in business competition. The man *who knows how* is so valuable to his employer that he commands respect and big remuneration.

New and Uncrowded Profession

There are half a million LARGE SHIPPERS in the United States. Practically every one of them needs an expert traffic man, and this need is recognized as never before because of the recently enacted railroad rate laws and interstate commerce regulations. The demand for trained and efficient traffic men is many times greater than the supply. There's room for you.

Study Traffic and Interstate Commerce

Decide now to become a traffic man. Our Interstate Commerce course enables you to study AT HOME, without leaving your occupation or sacrificing present income.

Clip FREE Coupon sign and mail at once and we will send you, FREE, postpaid our valuable book, *"Ten Years' Promotion in One,"* and information concerning the opportunities and requirements of this attractive profession. *This book is worth a dollar of any man's money,* but is free while they last.

LaSalle Extension University
Dept. 136, Chicago

I am interested in the new profession — Traffic Management. Please send me "Ten Years' Promotion in One," and full information and Traffic Book, free of all cost.

This coupon from "Business" must be used.

*Name*_____

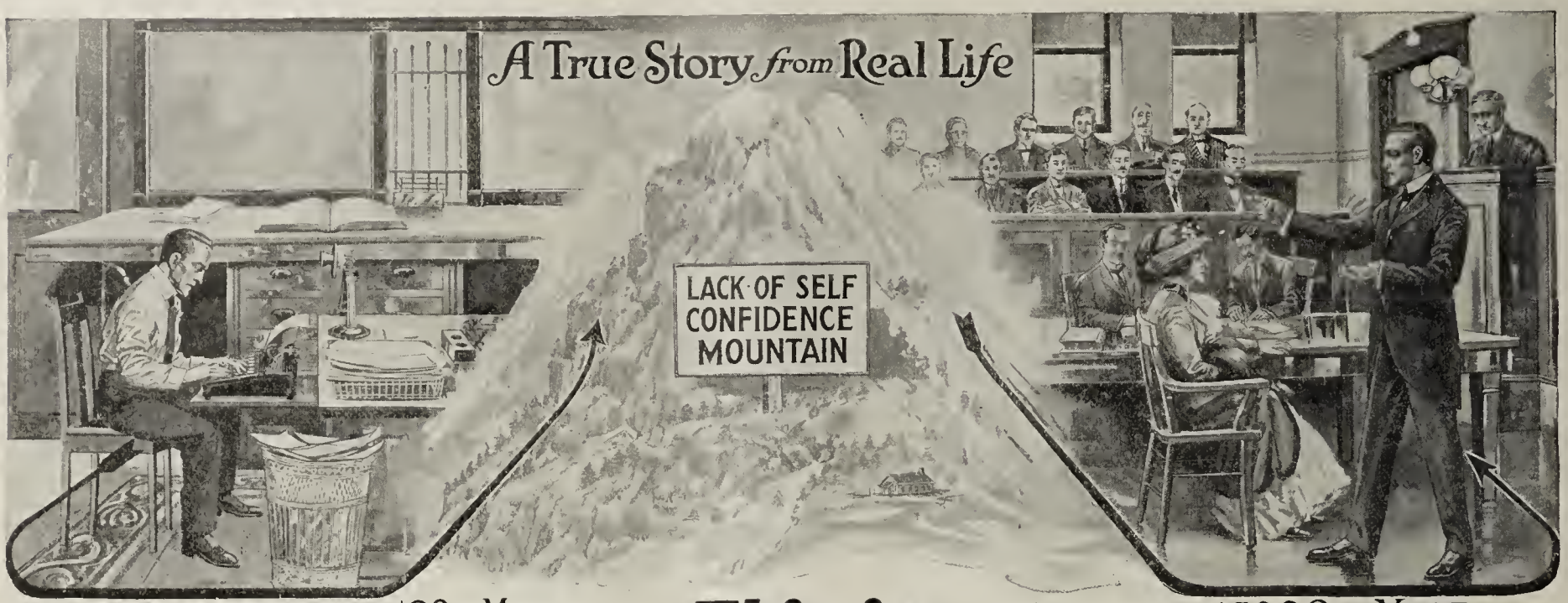
*Occupation*_____

*Address*_____

LaSALLE EXTENSION UNIVERSITY, Dept. 136, CHICAGO

Other Courses: LAW, HIGHER ACCOUNTANCY, BUSINESS ADMINISTRATION, BUSINESS ENGLISH, BOOKKEEPING

NOTICE: Ten Years' Promotion in One" will be sent **free** only to those using attached coupon.



FROM STENOGRAPHER AT $30 A MONTH **This is** TO LAWYER AT $5000 A YEAR

A True Story from Real Life

This Young West Virginian Climbed Over This Imaginary Mountain From Stenographer and Bookkeeper to Lawyer

The man who wrote this life story is not an advertisement writer—he is a member of the bar. He became interested in educational work more than 12 years ago, while working as a stenographer and bookkeeper at $30.00 a month. At that time he foresaw the great need for an effective, interesting, and practical method of home study—a method that would enable the little country boy who has grown up into useful manhood without a college education, to develop his natural talents and reach the height of his ambition in the legal world.

He started to work down in West Virginia just 12 years ago. He had nothing but a high school education with which to begin. With his first job he began the study of law. His layout of books consisted of an old second-hand set of Blackstone's Commentaries and a copy of Greenleaf on Evidence—five books in all. He stayed in his room at night and read law while others were out having a good time. His method of study was anything but systematic, as he had no one to guide or direct him, no one to encourage him, no one to tell him when he was right or when he was wrong, but he read on, reaching out to accomplish a great purpose he had in mind, in the best way he could.

He was laying a great foundation for a useful life's work. What a glorious training he was giving himself in the quiet of his room down in that little mountain town in West Virginia, though he didn't realize it. Little did he dream that within 12 short years he would be at the head of an important department of one of the greatest educational institutions in the United States—one with a million dollars in resources with which to back up his ideas of sound educational facilities. Little did he dream of the opportunities he would have to help the thousands of other country boys and men who had, like himself, been deprived of the advantage of an earlier education. Little did he dream that he would become one of the moving spirits of a great University and thereby an important factor in the conserving and developing of one of the greatest national resources—***undeveloped talent.***

But that day came. It came so suddenly in fact that it took him off his feet. It came when one of the officers of the LaSalle Extension University discovered him down in that same little West Virginia town, working as assistant to the Chief Counsel for one of the largest corporations in the world. He brought this young man to Chicago and put him in charge of one of the biggest jobs in the University. He said to him:

"I want you to map out a policy for the LaSalle Extension University under which we can reach and benefit every young man in the United States who needs education ***just as you needed it 12 years ago.*** There is your desk—here is your force of trained employes—here is a private secretary at your command—step into the harness and carry your life story message to the thousands of worthy young men in the United States who are striving to better their condition in life.

"We are going to operate this University so that in years to come all the students enrolled with it will look back with a feeling of love and gratitude in their hearts for us on account of the good work we have done for them. Go back as nearly as you possibly can to the good days of the 'old log schoolhouse' on the hill. Turn the United States into a big class room and inculcate in the hearts of all the students of the LaSalle Extension University that feeling of love and respect for the LaSalle Faculty that is akin to the feeling that existed between the teacher and student back in the days of the good old village free school."

Those were the instructions this country-raised young man received from the head of the largest Extension University in the world. He was swept off his feet for a moment. ***That which he has done for himself in the study of law he can show you how to do for yourself in the study of your own vocation.*** He wants to show you how to climb over the big imaginary mountain you see above. That rugged old mountain has been the "bug-bear" to many a worthy young man's success. It is not so hard to climb over as men seem to believe it is, but we all have to climb it to reach the goal of our ambition.

We have courses which prepare you for the following:

Lawyer
Business Manager
Public Accountant
(C. P. A.)
Traffic Manager
Bookkeeper
Correspondent

He wishes to get in touch with you—you young men who are just starting out to meet the problems of life—you young men who lack ***self-confidence***—you young men who need a guiding hand to pull you through—you men who have nothing but a common free school education and feel that you haven't enough to carry you through—you men who feel that you would like to begin some systematic study for something better in life. It makes no difference whether you belong to that class who have gone no further in a literary education than the common free school or that class who have gone through college and now wish to take up professional life, he can help you to go about studying law properly, ***because he has been over the ground himself.***

The LaSalle Law Course was prepared by some of the greatest legal experts of the country, most of whom are teachers of law in the best resident law schools, such as the University of Wisconsin, Harvard University, University of Chicago, University of Michigan, Northwestern University, and the University of Nebraska. It was prepared to meet alike the requirements of the man who has a good education and of the boy who has grown up without the advantages of a ***college education.*** It was prepared at a cost of nearly $40,000.00—more than the entire capital invested in many schools.

The LaSalle Extension University is authorized by the State of Illinois to confer on its graduates the degree of Bacheler of Laws (LL.B.). The LaSalle diploma is one that you would feel proud to hang on the walls of your office or your home. Through its system of teaching the University is brought into your own home. To those who are financially unable to pay for education the university offers employment in a way that should enable them to pay for their entire courses while studying and perhaps earn an additional income also.

LaSalle Extension University,
Dept. 137 Chicago, Ill.

Send me full information about your University home-study law course and a free copy of "Ten Years' Promotion in One."

This coupon from "Business" must be used.

*Name*_____

*Address*_____

_____

Occupation _____

The man who wrote this announcement desires to meet you through correspondence. He will extend to you the hand of good fellowship by giving you full benefit of his own actual experience in the study of law. He will show you how to get acquainted with your own ability and your own possibilities. This is the first step in the direction of making a success of yourself. Surely if he mastered law without a teacher, without help, and without a systematic method of study, with only an ordinary education, you can master it under the guidance of a big university. The attached coupon will bring our Law Catalog and full information about our course, also a free copy of "Ten Years' Promotion in One." This little book is worth a dollar of any man's money but it is free while they last.

LaSALLE EXTENSION UNIVERSITY
Department 137 Chicago, Illinois

NOTICE: "Ten Years' Promotion in One" will be sent **free** only to those using attached coupon.

from 1 to 15. Each time a sale is made one of the cards is filled out and sent to the factory. As soon as the 15 cards are received a check is mailed immediately covering the amount earned. When one set of cards becomes exhausted another is furnished.

The post card plan was a success from the start. It created an interest and enthuiasm for ——— metal, and caused a large increase in sales and profits for the house, and an increased income for the salesmen themselves.

Advertising and Buying Power

LET A BUSINESS man who depends on advertising to sell his product note some morning that the sales are not up to normal and the order goes out peremptorily, "Increase the advertising!"

And at once the advertising department gets busy on new copy for a wholesale increase in publicity all along the line, even throwing money to the winds by spending it in territory which has not sufficient buying power.

What it should do is to study out the localities where there happens to be at the time the greatest buying power, ever bearing in mind that advertising money will go the farthest and produce the greatest returns when it is put to work along the lines of least resistance. Much of the appropriation of very many concerns fails to produce adequate returns because it is spent in territory where there is not at the time the actual financial ability to buy, no matter what the inclination of the people may be.

Little Reminders to Lady Patrons

ONE DEPARTMENTAL store in a small city keeps careful records of ready-to-wear suits sold to ladies in town. Color, size, price and full particulars are recorded. These records help out wonderfully in purchasing next season, and as the season again comes around a carefully and tastefully gotten out note is sent to "my lady" patron informing her of the new ready-to-wears just gotten in stock and selected especially in her size. A sentence is added referring to the purchase of last year and intimating that if satisfaction was not received to bring it back and have it adjusted. The attention brings good business, makes business certain for that particular store, defies casual competition and out-of-town mail order houses.

Making the Kodak Department Profitable

A DRUG store which put in a stock of Kodaks and Photo Supplies met with very little encouragement in this line for several months. A competitor further up the street was doing a good business, but this particular store seemed to be unable to make any headway.

The goods were displayed prominently in one of the windows, but they seemed to attract very little attention from people who passed by. An attempt was made to create interest by some newspaper advertising, but even this did not bring the desired results.

One day the proprietor of the store took a kodak and started out to get some pictures. Out in the residence portion of the city he met the little daughter of one of the most prominent citizens of the city, whose picture he snapped.

When the print was made he stuck it up on the inside of the window which contained his photo display. He soon noticed that people were stopping to look at the picture. This encouraged him to make further pictures of local people, all of which were displayed in the window.

In a short time various people began to watch the window to see if their pictures would be shown. Snap shots were occasionly made without the victim being aware of the fact.

Very soon this drug store man noticed that his kodak business was beginning to pick up. This line, which had formerly been unprofitable, in a very short while soon became one of the most profitable in the business.

Giving the Customer the Benefit

A PRINTER had his plant filled with work practically all of the time, and at prices which made him a profit. Some of his equipment was not up to date, however, and he spent $1,500 to modernize it.

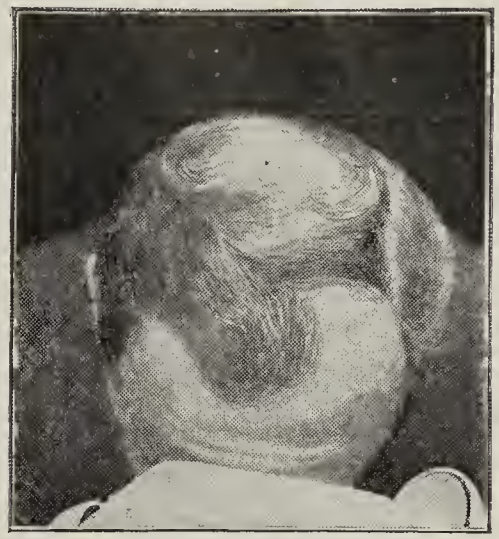
This enabled him to reduce the cost of his product; and most business men would have said that he would be justified in getting an increased profit on

REAL HAIR GROWER

FOUND AT LAST!

The Great English Discovery "Crystolis," Grows Hair in 30 Days.

$1000.00 Reward If We Fail; Read Our Guarantee—Try It At Our Risk—Mail Coupon To-Day.



This Man Is Growing Bald—"CRYSTOLIS" Is Just the Thing for Such Cases.

In Europe "Crystolis" the New English Hair Grower, has been called the most wonderful discovery of the century.

The judges of the Brussels and Paris Expositions enthusiastically awarded Gold Medals to this marvellous Hair Grower.

Already since we secured the American rights hundreds of men and women have written telling of the phenomenal results obtained by its use. People who have been bald for years tell how they now glory in beautiful hair. Others who have had dandruff all their lives say they have got a clean, healthy scalp after a few applications of this wonderful treatment.

We don't care whether you are bothered with falling hair, prematurely gray hair, matted hair, brittle hair or stringy hair; dandruff, itching scalp, or any or all forms of hair trouble, we want you to try "CRYSTOLIS" at our risk.

We give you a binding guarantee, without any "strings" or red tape, that it won't cost you a cent if we do not prove to you that "CRYSTOLIS" will do all we claim for it—and what's important, we have plenty of money to back our guarantee. $1,000 has been deposited in our local bank as a Special Fund to be forfeited if we fail to comply with this contract. **Cut out the Coupon below and mail it to-day to CRESLO LABORATORIES, 6 U Street, Binghamton, N. Y.**

FREE COUPON

THE CRESLO LABORATORIES,
6 U Street, Binghamton, N. Y.

I am a reader of "BUISNESS." Prove to me without cost how "CRYSTOLIS" stops falling hair, grows new hair, banishes dandruff and itching scalps and restores premature gray and faded hair to natural color. Write your name and address plainly and

PIN THIS COUPON TO YOUR LETTER.

Advertising Suggestions

A strong circular letter campaign will increase your profits. Circular letters are the biggest things in ***modern business.*** Is your office equipped with the

Niagara Multiple Typewriter

If not, have one shipped at once. We will send one on trial for 10 days at ***our expense.*** Write for it at once.

Niagara Multiple Typewriter Co., Niagara Falls, N. Y.

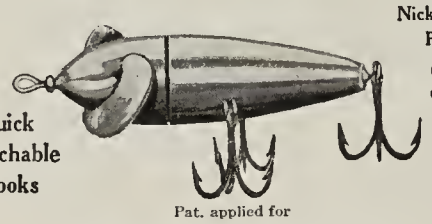
Use Your Safety Razor Blades Fifty Times or More

On receipt of Twenty-five Cents (coin or stamps) we will send you our Flexible Razor Honing Cloth with full instructions, which will enable you to use your old blades over and over again.

Flexible Honing Cloth Co.
3034 E. Grand Blvd. DETROIT, MICH.

FOR CASTING—IT FLOATS
THE
"Rotary-Marvel" Bait

Nickel-Plated
PRICE
$1



Quick Detachable Hooks

Pat. applied for

More Strikes Mean More Fish
The only dependable Bass-killer

ITS SECRET

lies in the combination of the wonderfully attractive power of the Spoon Hook and the advantage of the Artificial Minnow. Being nickel-plated, the head of the "Rotary-Marvel" scintillates flashes of light through the water, attracting the attention of the fish from a much greater distance than the old style enameled bait.

THE RIGHT PRINCIPLE

is embodied in the "Rotary-Marvel" Casting Bait. The fin automatically revolves the head while being reeled or trolled through the water, making just the correct amount of commotion. *We guarantee this Bait to be made of the Best Materials and Double Strength Hooks.*

PIN A DOLLAR BILL

money-order, personal check or 2c. stamps to order and send it right now.

SIGBO-COMPANY 310-311 Equity Building DETROIT, MICHIGAN

Inexpensive Sanitary Paper Drinking Cups

And Holders for Office use.

Very Effective when Printed and used for Advertising.
Write for samples and our proposition.

John Mfg. Co.
SPRINGFIELD, OHIO

AUDITING THEORY AND PRACTICE

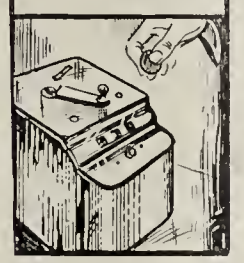
By R. H. MONTGOMERY
JUST OUT - 673 Pages
$5.00 Postpaid

International Accountant's Society
DETROIT - MICH.

his output in order to produce a return over the additional investment.

But not so this printer. He apparently was working on the theory that he was entitled to only a certain per cent of profit above the cost of his work, and as soon as the cost was reduced he immediately cut the selling price correspondingly, giving the customer the benefit of his ability and foresight as well as the interest on his increased investment.

Helping the Policyholder to Pay the Premium



THOUSANDS OF PEOPLE throughout this country carry no life insurance of any kind; not because they do not want to but because they think they cannot afford it. In some cases this may be true, but in the great majority of cases, it is simply the trouble and hardship caused by having to pay their annual or semi-annual premium in a lump sum.

A Kentucky general agent, however, states that after trying various methods of soliciting, he found the use of a Self Register Bank, gotten out by a Chicago concern, to be the best means he had ever adopted. The success of the idea lies in making the premium payment easy for the policyholder, and the plan followed has been simply to furnish each new policy purchaser with one of these Self Register Banks.

By depositing a coin each day in this bank, the policyholder pays his premium in such an easy way that the hardship of the lump sum is entirely eliminated. He does not give this odd coin any more afterthought than he would to one he might spend for a cigar. Furthermore, if the man himself won't use this easy means of protecting his family, the chances are that his wife will do it, particularly if they have any children, and whether the bank rests on the office desk or in the home, it is always a gentle reminder of its specific purpose to the policyholder.

In addition to this, its use is bound to cause comment when seen by others, thereby giving the Insurance Company an everlasting advertisement, and this particular general agent says that since adopting the plan, signatures have been secured to applications in fully 80% of the cases solicited.

Candies to Suit Climate

A CANDY manufacturer one day received complaints on two identical shipments of chocolates. one from New Orleans and one from Denver. The complaints were exactly opposite in their nature, however, the Southern dealer claiming that the chocolates were melting rapidly, while those which had been sent West were drying faster than usual. While the manufacturer had no means of verifying his surmise, he felt sure in his own mind that these goods, which were sent out the same day, had been exchanged in the shipping room, as he had developed a practice of manufacturing candies for different parts of the country differently so as to suit the varying climatic conditions.

C.P.A. Questions and Answers

By R. J. Bennett C.P.A.

From Illinois Examination.

A COMPANY is formed January 1st with a capital of $1,750,000.00, consisting of 17,500 shares of the par value of $100.00 each.

Of these, 16,250 shares are sold to subscribers at par for cash.

The following is a summary of the transactions of the company during the first twelve months of carrying on business:

The preliminary and formation expenses are $12,500.00, which are paid in cash.

They purchase freehold and leasehold current going iron works and collieries from A. B. and Company for $1,250,000.00.

They take over from them the necessary plant and machinery at $375,000.00, and a stock of iron, coal, etc., at $229,250.00.

The vendors take in part payment of their purchase money $50,000.00 First Mortgage Bonds, and $125,000.00 in shares of the company, fully paid. There is $1,665,000.00 paid to them in cash.

The company expends during the year. $54,200.00 in additions to the plant and machinery by purchases from sundry creditors to the extent of $41,300.00, and by payments through Cash Account amounting to $12,900.00.

They purchase materials from sundry creditors to the extent of $461,500.00, and they purchase for cash to the extent of $67,-310.00. They pay for wages, rents, royalties, tolls, wagon hire, repairs, etc., $842,-700.00.

Their sales of iron and coal to sundry debtors amount to $1,526,585.00. They receive in cash from sundry debtors $1,040,-700.00.

They draw on sundry debtors bills to the extent of $419,740.00.

They transfer of the above amount to sundry creditors $54,510.00, and the bank credits their account with $331,400.00, the proceeds of those discounted.

They pay in cash to sundry creditors $231,415.00.

They accept for creditors, bills of exchange to the extent of $142,110.00; of this amount they meet $86,005.00 through their banking account, the balance being still current at the end of the year. They borrow on First Mortgage Bonds $375,000.00 which is paid into their banking account as received.

They pay to their bankers for interest and commissions $8,040.00; for salaries, office expenses, and management, $15,670.00; law charges, $410.00, and for Directors' and Auditors' fees, $3,010.00.

They write off five per cent from the original amount of the plant and machinery for depreciation, but nothing from the additions.

They also write off the following amounts: $25,000.00 from the freehold and leasehold property to cover minerals taken from the freehold and to provide for the expiration of the leases; $3,005.00 for bad debts, and one-fifth from the preliminary expenses.

The discount allowed to sundry debtors amounted to $5,530.00.

There is due at the close of the year $2,-250.00 for interest on bonds, and the value of the stock of materials then on hand is $154,285.00.

All receipts are paid into the bank, and all payments are made by check.

Prepare Trading and Profit and Loss Accounts and Balance Sheet as at December 31st, 1907, showing the result of all the foregoing transactions. Marshall the assets and liabilities, beginning the former with the most liquid asset, and the latter with the liability to be first paid.

Criticise in any way that occurs to you the information that the Trading and Profit and Loss Accounts and Balance Sheet give.

Answer and Comments

THE Illinois examination questions are usually of a high order, and this one is no exception. Three hours were allowed

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DAUS IMPROVED TIP TOP DUPLICATOR

No printer's ink used, thus avoiding soiled hands and clothing. No expensive supplies. Always ready for use.

100 Copies from Penwritten and 50 Copies from Typewritten Original.

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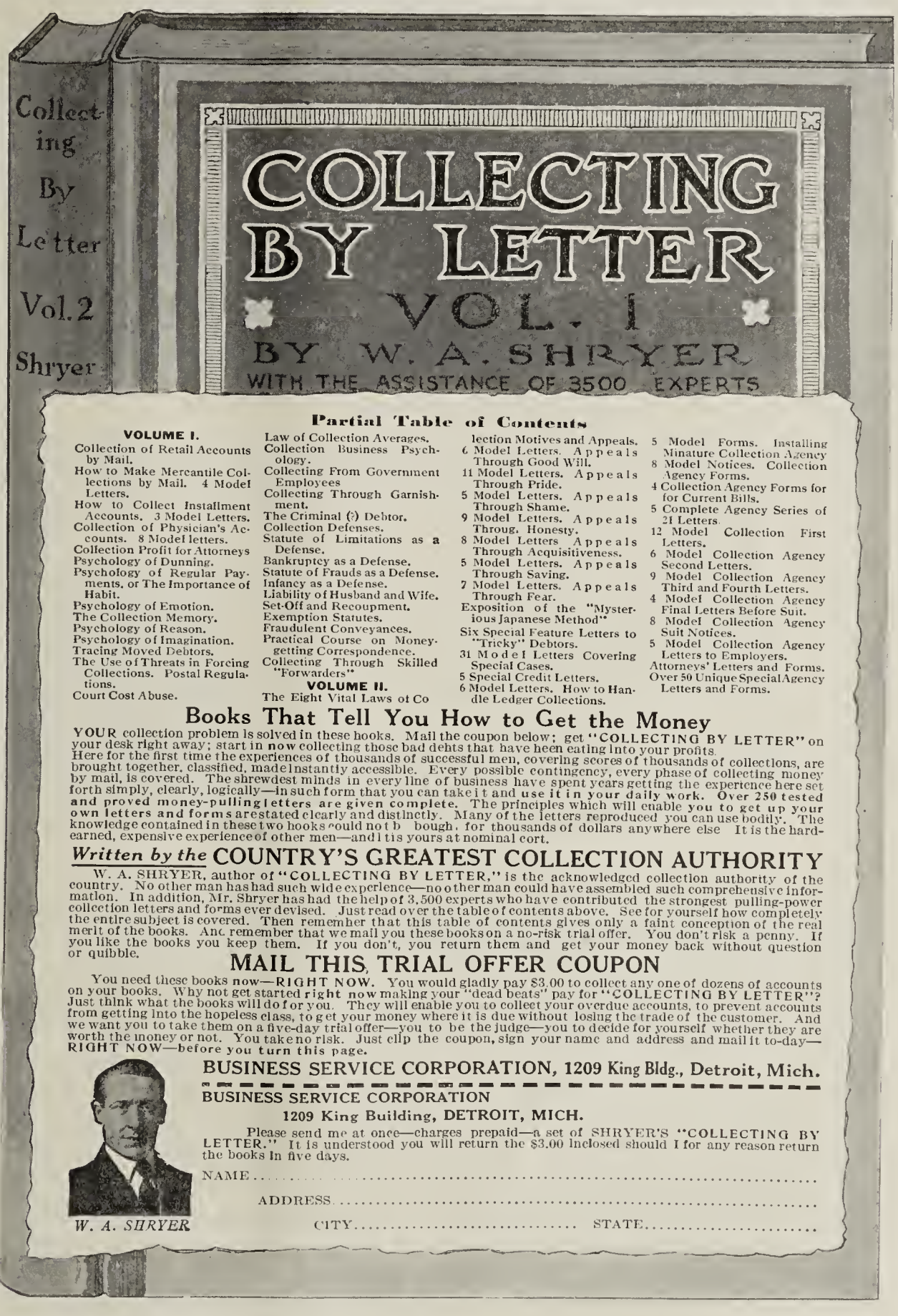

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5 Model Collection Agency Letters to Employers.
Attorneys' Letters and Forms.
Over 50 Unique Special Agency Letters and Forms.

Books That Tell You How to Get the Money

YOUR collection problem is solved in these books. Mail the coupon below; get "COLLECTING BY LETTER" on your desk right away; start in now collecting those bad debts that have been eating into your profits. Here for the first time the experiences of thousands of successful men, covering scores of thousands of collections, are brought together, classified, made instantly accessible. Every possible contingency, every phase of collecting money by mail, is covered. The shrewdest minds in every line of business have spent years getting the experience here set forth simply, clearly, logically—in such form that you can take it and use it in your daily work. Over 250 tested and proved money-pulling letters are given complete. The principles which will enable you to get up your own letters and forms are stated clearly and distinctly. Many of the letters reproduced you can use bodily. The knowledge contained in these two books could not be bought for thousands of dollars anywhere else It is the hard-earned, expensive experience of other men—and it is yours at nominal cost.

***Written by the* COUNTRY'S GREATEST COLLECTION AUTHORITY**

W. A. SHRYER, author of "COLLECTING BY LETTER," is the acknowledged collection authority of the country. No other man has had such wide experience—no other man could have assembled such comprehensive information. In addition, Mr. Shryer has had the help of 3,500 experts who have contributed the strongest pulling-power collection letters and forms ever devised. Just read over the table of contents above. See for yourself how completely the entire subject is covered. Then remember that this table of contents gives only a faint conception of the real merit of the books. And remember that we mail you these books on a no-risk trial offer. You don't risk a penny. If you like the books you keep them. If you don't, you return them and get your money back without question or quibble.

MAIL THIS TRIAL OFFER COUPON

You need these books now—RIGHT NOW. You would gladly pay $3.00 to collect any one of dozens of accounts on your books. Why not get started right now making your "dead beats" pay for "COLLECTING BY LETTER"? Just think what the books will do for you. They will enable you to collect your overdue accounts, to prevent accounts from getting into the hopeless class, to get your money where it is due without losing the trade of the customer. And we want you to take them on a five-day trial offer—you to be the judge—you to decide for yourself whether they are worth the money or not. You take no risk. Just clip the coupon, sign your name and address and mail it to-day—RIGHT NOW—before you turn this page.

W. A. SHRYER

BUSINESS SERVICE CORPORATION, 1209 King Bldg., Detroit, Mich.

BUSINESS SERVICE CORPORATION
1209 King Building, DETROIT, MICH.

Please send me at once—charges prepaid—a set of SHRYER'S "COLLECTING BY LETTER." It is understood you will return the $3.00 inclosed should I for any reason return the books in five days.

NAME.....

ADDRESS.....

CITY..... STATE.....

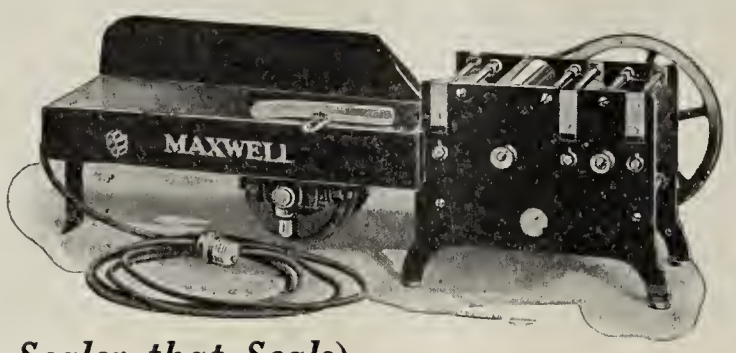
We Want Men

THE better the men, the better they will fit the proposition. It is an opportunity for the right kind of men—men with red blood in their veins—good horse sense—energy and will power to persevere.

It isn't a quitter's job—not an easy road to fortune—not a blind road to nowhere—but a beaten path for the man who will work—who is determined to succeed. For men of the caliber indicated, we have territory to sell (only enough money needed to carry a small stock),—the cream of the field open NOW, but not for long.

This connection is abundantly remunerative—it is constructive—showing business men the better way—making a field for yourself and filling it—the machine has it and the demand is constantly growing. You can't do better than to write *today*. Our product is

The Maxwell Envelope Sealer



(The Sealer that Seals)

Envelope sealers come and envelope sealers go, but the Maxwell is different—having double precautions at every point. Any envelope that goes through the Maxwell is thoroughly sealed whether long, short, thick, thin or outlook—automatically, without adjustment, regardless of whether the flap is raised or closed.

The Maxwell is mechanically simple, indestructible and positively gear-driven with a guaranteed motor using any electric current. The field for this machine is absolutely untouched—yet we have such users as The Carnegie Steel Co., The Postal Life Insurance Co., The U. S. Postal Dept., The Penna. R. R. Co., The Goodyear Tire & Rubber Co., The Cleveland Electric Ry. Co. and many others.

The Maxwell seals from 4000 to 8000 envelopes per hour limited only by the skill of the operator. The Maxwell will stand the most rigid investigation for performance of its work—durability—ease of operation and condition of the sealed envelopes. It doesn't require an expert to judge a Maxwell—nor a skilled mechanic to test it—you, any man, once seeing it operate knows it is the right machine in the right place. The Maxwell is a SEALER—a mighty good machine to buy—and just as good to sell.

THE MAXWELL MFG. CO.,

CENTURY BUILDING, CLEVELAND, OHIO.

in which to provide a solution. There are points in it, however, that might be subjected to criticism, and yet this was no doubt intentional on the part of the examiners, since they have asked for a criticism of the information submitted. The company has made sales amounting to $1,526,585, but all of this has been eaten up in operating and administrative expenses, leaving a Net Loss for the year of $4,055.00. This seems unreasonable, and no doubt it would be even greater if all of the expenses and charges were included. The outlay for royalties, tolls, wagon hire and repairs aggregates $842,700.00, or a little more than 50% of the sales. Evidently that is too much or else the sales are too low. The inventory of material on hand is given as $154,285.00, a very low amount for a company dealing in such large proportions. This is taken as including both material and stock of iron and coal. If it contains material only, then the stock has been either depleted or overlooked. Possibly the inventory was taken at the cost price. By rights it should include a portion of the operating charges, but we are not told whether it does or not. If we assume that operating charges are to be added, it is apparent that the net loss will be changed into a net profit, since the charges are more than 100% of the cost of stock and material. Discounts allowed to customers usually appear in the cash book, but in this case we show them in the journal.

We are asked to prepare trading and profit and loss accounts, which I include in one exhibit as shown herewith. A balance sheet is called for also. To marshall the assets and liabilities means to array or arrange them in order. In order to properly assemble the details and exhibits, all postings should be made from the cash book and journal to the ledger accounts. In working up matters of this kind the accountant usually has his working papers or working sheets upon which he summarizes and analyzes his information. These are always kept for future reference. If accounts are opened it is apparent that a trial balance should be made.

Bonds were issued to the extent of $425,000.00. It is very probable that the entire bond issue was passed upon by the directors and stockholders at the beginning of the year. At that time only $50,000.00 were issued, while the remainder was sold later in the year. It is not probable that two separate bond issues would be sanctioned in one year. If they were all sanctioned at the one time, we could have debited Treasury Bonds for the amount unissued. First Mortgage Bonds should of course be credited for the aggregate amount. Evidently the bonds draw 4½% payable yearly, since there is $2,250.00 of bond interest due on December 31st. This is exactly 4½% of $50,000.00 for one year. It is reasonable to suppose that the additional bond sale of $375,000.00 has some interest accrued. Since we do not know their date of issue the amount of accrued interest is omitted. Bonds sold after the date of issue usually include payment for the accrued interest, but no interest has been mentioned in this case. Commission to the bankers for selling the bonds is undoubtedly included in the $8,040.00 of interest and commissions.

It is evident that a greater division of operating and administrative expenses should have been made. The problem deals too largely in generalities instead of being specific. In allowing $25,000.00 for extinguishment of leases, it is apparent that the expiration of the lease and the exhaustion of the mine are based on a period of fifty years. Freehold has reference no doubt to full ownership and leasehold to properties rented or leased for a given time,

but we are not able to distinguish in this case between the purchased and leased properties. In the sales, division should have been made as between sales of material bought and sales of the company's own production. The quantities of material purchased and mined are not specified.

The section pertaining to drafts drawn on customers is not clear. It states that they drew on sundry debtors bills to the extent of $419,740.00. We are not told whether or not these are sight or time drafts, nor when they were issued, nor whether or not any of them have been paid. I am assuming them to be time drafts, due partly to the fact that the bills of exchange which the company itself accepted had evidently a given time to run. Of the bills drawn, $54,510.00 have been transferred to sundry creditors and charged to their accounts. The problem states that bills discounted amount to $331,400.00, but it does not tell whether this is the "proceeds" after discounting or simply the sum advanced on account of said security, or whether or not they have all been transferred to the bank. We will assume that this $331,400.00 represents the face value of drafts transferred to the bank, and that the bank discount is included in the $8,040.00 charged up to interest and commission. Any other assumption might even be made in connection with this item. Both the drafts discounted and those transferred to sundry creditors are shown as a credit to bills discounted. When they are paid an entry will be required debiting bills discounted and crediting bills receivable.

The reserve for bad debts of $3,005.00 does not state on what amount the estimate is made nor at what rate per cent. No provision has been made for the payment of bonds when they mature. Unless they are payable serially, it is customary to create a sinking fund for their redemption. Probably the intention is to refund them at maturity. The reason for issuing bonds is not apparent since the cash balance amounts to $427,140.00. This will no doubt be used for development purposes in the near future. Cash book and journal entries are given as an aid in tracing the various transactions and in collating the ledger accounts. Accounts receivable and payable would be better terms than sundry debtors and creditors. Since all cash has been deposited, the bank balance will equal the cash balance.

Trial Balance, December 31.

(Before making adjustments.)

Capital Stock		$1,750,000
Cash and Bank	$427,140	
Iron Works and Collieries	1,250,000	
Plant and Machinery	429,200	
A. B. & Company		14,250
Incorporation Expenses	12,500	
First Mortgage Bonds		425,000
Sundry Creditors		74,765
Sundry Debtors	60,615	
Bills Payable		56,105
Bills Receivable	419,740	
Bills Receivable Discounted		385,910
Bond Interest Payable		2,250
Iron and Coal Purchases	758,060	
Wages and Operating Expenses	842,700	
Iron and Coal Sales		1,526,585
Interest and Commissions	8,040	
Salaries, Office Expenses and Management	15,670	
Law Charges	410	
Directors' and Auditors' Fees	3,010	
Cash Discounts	5,530	
Bond Interest	2,250	
	$4,234,865	$4,234,865

CASH AND BANK ACCOUNT

Receipts

Jan. 1	Unissued Stock Sale of 16250 shares at par	$1,625,000
	Sundry Debtors To apply on account	1,040,700
	Bills Receivable Discounted Proceed of bills discounted at bank	331,400
	First Mortgage Bonds	375,000
		$3,372,100

SALE OF REMAINING BONDS AT PAR THROUGH BANKERS

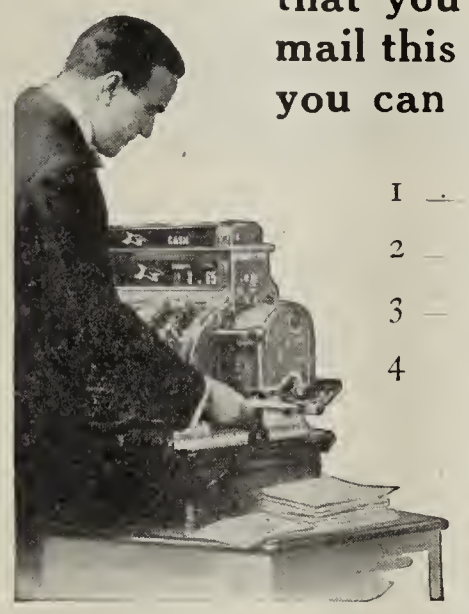
Payments

Jan. 1	Incorporation Expenses Incurred during incorporation	$12,500
	A. B. & Company	1,665,000

National Office Registers are Furnishing to Business Men Everywhere Information and Protection in Such Departments of their Business as

Disbursements
Credits Allowed
Checks Drawn
Balance in Bank
Rentals Received
Commissions Paid
General Expenses
Total Received on Account
Total Paid Out
Total Agency Collections
Customers' Refunds
Disbursements for Agents
Cash Orders
Coupon Sales
Office Sales
C. O. D. Out
C. O. D. In
Rentals Due
Pay Roll
Expense Vouchers Passed
Invoices Received
Branch Office Sales
Sales in Each Line
Total Credit Sales
Agency Orders
Cash Mail Orders
Installment Mail Orders
Wholesale Orders
C. O. D. Orders
Goods Returned
Goods Sent on Approval
Factory Sales
Discounts Allowed
Petty Cash Paid Out
Factory Deliveries
Total Mail Collections
Wholesale Collections
Foreign Exchange
Various Kinds of Goods Purchased
Goods Received
Warehouse Stock on Hand
Paid Out for Repairs
Paid Out for Rent
Paid Out for Light
Goods Sent to Storehouse
Material Purchased
Total Accounts Receivable
Accounts Payable Passed
Shipments from Each Mill
Warehouse Deliveries

Write below any nine divisions of information that you want to know about your business, mail this page to us and we will show you how you can secure them.



The National Office Register records and keeps separate totals of nine different classes of accounts.

1 _____ 5 _____
2 _____ 6 _____
3 _____ 7 _____
4 _____ 8 _____
9 _____

Name _____
City _____
Street _____
Business _____

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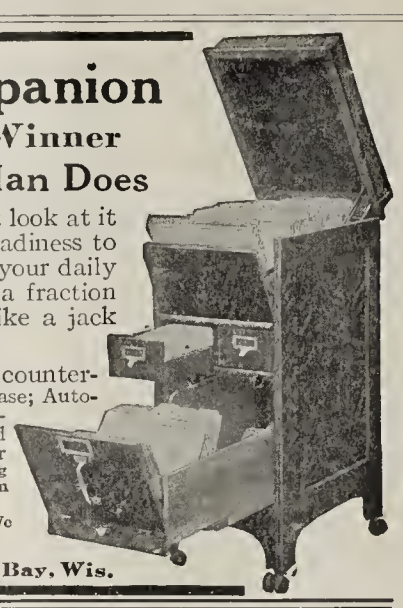

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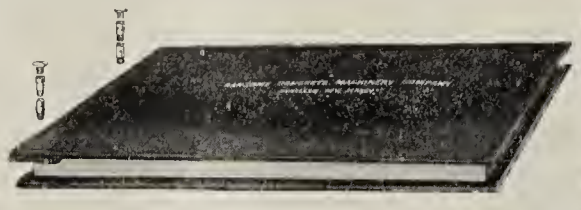

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BUSINESS SALES & SERVICE CO.

Box 98, DETROIT, MICH.

On account of purchase	
Plant and Machinery.....	12,900
Additions and betterments	
Iron and Coal.....	67,310
Material purchased for cash	
Wages and Operating Expenses	842,700
For wages, rents, royalties, tolls, wagon hire, repairs, etc.	
Sundry Creditors.....	231,415
To apply on account	
Bills Payable.....	86,005
For acceptances paid	
Interest and Commissions.....	8,040
Salaries, Expenses, Management.....	15,670
Law Charges.....	410
Directors' and Auditors' Fees..	3,010
Total Payments.....	$2,944,960
Balance in Bank.....	427,140
	$3,372,100

Journal Entries on Company's Books During the Year

(1) Unissued Stock.....	$1,750,000	
To Capital Stock....		$1,750,000
For incorporation of A. Company with a capital of 17,500 shares of $100 each.		
(2) Iron Works and Collieries.....	1,250,000	
Plant and Machinery...	375,000	
Stock of Iron and Coal.	229,250	
To A. B. & Company..		1,854,250
For purchase of iron works and collieries, plant and machinery, and stock or iron, coal etc. Terms of purchase as below.		
(3) A. B. & Company.....	175,000	
To First Mortgage Bonds.....		50,000
To Unissued Stock...		125,000
Given in part payment of purchases, as above Bonds and stock issued at par value.		
(4) Plant and Machinery..	41,300	
To Sundry Creditors		41,300
For additions to plant and machinery purchased from sundry creditors.		
(5) Iron and Coal.....	461,500	
To Sundry Creditors		461,500
For purchase of materials		
Note—We assume that the material consists of coal and iron ready for sale.		
(6) Sundry Debtors.....	1,526,585	
To Sales.....		1,526,585
For sales during the year of iron and coal		
(7) Bills Receivable.....	419,740	
To Sundry Debtors..		419,740
For bills drawn on sundry debtors on account of sales.		
(8) Sundry Creditors.....	54,510	
To Bills Receivable Discounted.....		54,510
For bills receivable transferred to apply on account		
(9) Sundry Creditors.....	142,110	
To Bills Payable....		142,110
For acceptance of bills of exchange.		
(10) Discount on Sales.....	5,530	
To Sundry Debtors..		5,530
For allowances during the year.		
(11) Bond Interest.....	2,250	
To Bond Interest Payable.....		2 250
For interest on $50,000 bonds one year at 4½%		

Closing Entries on December 31,

(12) Profit and Loss	$49,255		freehold and leasehold)	25,000
To Sundries:			Reserve for bad debts (—% of sundry debtors)	3,005
Reserve for depreciation of plant and machinery (5% of $375,000)		18,750	Incorporation Expenses (1-5 of original expense).	2,500
Reserve for Expiration of Leases (or				

A. INDUSTRIAL CORPORATION—TRADING AND PROFIT AND LOSS ACCOUNT FOR YEAR

Returns

Sales of Iron and Coal			$1,526,585
Purchases of Iron, Coal, Material:			
From A. B. & Company	$229,250		
During the year	528,810	758,060	
Less Inventory of Material, Dec. 31		154,285	
Cost of Stock sold		$603,775	
Add Wages and Operating Expenses	842,700		
Depreciation of plant and machinery	18,750		
Depreciation of Iron Works and Collieries	25,000	886,450	
Total operating and trading charges			1,490,225
Gross profit from trading			$36,360

General and Administrative Expenses

Salaries, Office Expenses and Management	15,670	
Law Charges	410	
Directors' and Auditors' Fees	3,010	
Reserve for Bad Debts	3,005	
Interest and Commissions	8,040	
Interest on bonds, due	2,250	
Interest accrued on bonds	nil	
Discounts to Customers	5,530	
Incorporation expenses written off	2,500	
Total general and administrative expenses		40,415
Net Loss for Year		$4,055

Note—It would be good practice to determine the net profit from business operations before deducting bond interest, interest and commissions etc,

A. INDUSTRIAL CORPORATION—BALANCE SHEET AS OF DECEMBER 31

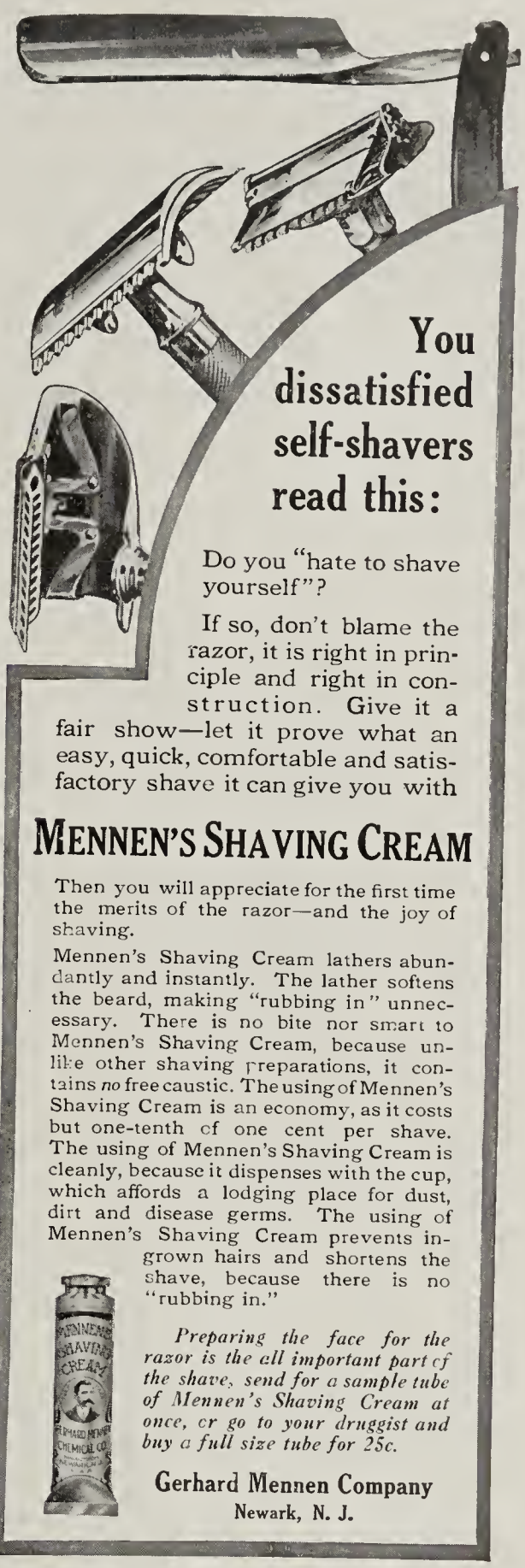
Assets

Current Assets:				
Cash in Bank			$427,140	
Sundry Debtors			60,615	
Bills receivable		$419,740		
Less:				
Bills discounted	$331,400			
Bills transferred	54,510	385,910	33,830	521,585
Inventories:				
Stock of materials on hand				154,285
Fixed Assets:				
Iron works and collieries			1,250,000	
Plant and machinery			429,200	
				1,679,200
Deferred charges:				
Incorporation expenses				10,000
Total assets				$2,365,070

Liabilities and Capital

Current Liabilities:		
Sundry creditors	74,765	
Bills payable outstanding	56,105	
A. B. & Company balance	14,250	
Bond interest due	2,250	
Bond interest accrued	nil	147,370
Fixed Liabilities:		
First mortgage bonds		425,000
Reserve Accounts:		
Depreciation of plant and machinery	18,750	
Expiration of leases	25,000	
For bad and doubtful debts	3,005	46,755
Total Liabilities		$619,125
Capital and Profits:		
Capital Stock outstanding	$1,750,000	
Less Net Loss for year	4,055	
Present Net Worth		1,745,945
Total Liabilities and Capital		$2,365,070

Note—Attention is called to the contingent liability on bills discounted and transferred to creditors.



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D&C LAKE LINES

Making Men Earn More

(Continued from Page 328.)

changed throughout the buildings every few minutes and the purest drinking water supplied; how rest rooms, restaurants, and bath rooms ministered to the pleasure and health of employes. And all this was accepted by many as a mere concession to the workers, a means of showing them that the employer was not wholly selfish and wanted them, too, to have some of the luxuries of life.

But as the years passed and other firms fell into line the philanthropic idea was forced into the background, for hundreds of good, hard-headed business men proved to their entire satisfaction that such measures paid the employer in actual dollars and cents.

It might be difficult, at first, to conceive how this could be true, but it all resolves itself into a very simple and elemental principle. A man can do his best work only when he is in good health, with brain clear and alert and muscles active and responsive —when he is filled with the joy of living and to a reasonable extent satisfied with his lot in life.

Ventilation, alone, is said to be a cause of more inefficient labor than almost any other one element. Foul devitalized air is a big obstacle to fast work. The case of the New England Telephone and Telegraph Company is cited by one investigator, who says that upon the installation of a simple ventilating system costing but $75, it was found that a saving in operator's time resulting from fewer days off for sickness amounted in six months to 23 working weeks, which at the average wage of $8.50 meant a saving of $195 in wages to the employees themselves, while the benefit to the employer due to better and more work could not be estimated. Another system costing $6,000 to install is said to have paid for itself in increased production in a very short time. Light, sanitation and other similar factors operate in much the same way.

More than all that, good-will is important. A grouch, who believes that the company exists for the mere purpose of getting the greatest possible production from a laborer and giving the least possible in return, will not do his best work. While he is in that state of mind, he cannot. In the same way a workman who is in poor health cannot possibly be 100% efficient. The baseball manager knows what it means to keep his men "on edge." A factory manager will do well to insist on the same conditions.

Health and good will are to the human what proper lubrication and expert adjustment are to machinery, except that the human mechanism is by far the more responsive to extra care and the more sensitive to neglect.

That is why the employer of the present spends his money for human lubrication and adjustment not as a charity but as an investment. And that is why we no longer point to one or two isolated cases of welfare work, but can say that such practices are becoming a recognized part of every up-to-date reasonably efficient business organization.

For this reason it is scarcely necessary to point out individual instances of firms which have taken up welfare work within their organizations, but I do want to call attention to a further extension of the idea which is growing rapidly and is getting almost as strong a foothold. That is the plan of following the worker outside the factory and encouraging sane, healthful, pleasurable living in the hours when he is not at work.

Outside the Factory Walls

THE old attitude of the employer was that his influence with his employees was bounded by the time when the time-clock rung him in and rung him out. What he did with the remaining 14 or 16 hours of each twenty-four was of no concern or interest. But that idea no longer obtains, for it has been shown that off-work hours are quite as potent in promoting or injuring health and good will and consequently in promoting or injuring efficiency.

The new idea, therefore, is that the influence of the employer in promoting the health and well-being of his employees should not be confined within factory walls or time-clock limits, but should be, so far as possible, a constant factor.

The Santa Fe Railroad system, for instance, has established at its division points very complete and well furnished club rooms. This railroad realizes that leisure time is apt to lay heavily on the railroader's hands, and that left to himself he might indulge in questionable recreations harmful to his health and consequently to his efficiency. Hence the club rooms, which are fitted up with pianos, pool and billiard tables, reading rooms, baths, gymnasium equipment and everything calculated to enable the employee to spend an evening or a day off in a manner that will not impair his capacity for work.

S. E. Busser, superintendent of these club houses, says that the motto that inspired them is: "Give a man a bath, a book and an entertainment that appeals to his mind

and hopes by music and knowledge, and you have enlarged, extended and adorned his life; and as he becomes more faithful to himself, he is more valuable to the company."

The Hub clothing store of Chicago is another notable example of this principle. They have established a home for women and girls employed in the store. At this home, board and room may be secured for $3.50 a week, and the location is within walking distance of the store, which means a saving in car fare.

The one-family idea is in force in many large institutions, a case in point being the new home of the Nemo corset factory in New York City. Not only are the more common welfare features in evidence, but the roof is utilized for a recreation place. Plans are said to be under way for the erection of a permanent roof garden, which will be a social feature of value to all the workers. The idea also contemplates the establishment of dormitories for the women so that a real home atmosphere may be created.

In some of the larger cities, enormous land values have resulted in crowding factories into a space too small to permit either efficient arrangement or healthful environment. So many plants are moving out into the open in order to accomplish these objects.

The directors of a Los Angeles tool plant which was hampered in this way decided that an outside location where they could afford to spread out in the way that would allow an ideal arrangement, would reduce their cost of production 18% and increase output 20% with the same pay roll. Accordingly the plant was moved far into the suburbs and resulted not only in the saving predicted, but in a much more efficient working force due to the more healthful environment.

This matter of healthful location is being given serious consideration, nowadays, by many industries. A firm with plants in two different cities has found that one of them was so influenced by temperature and climate that it did 10% less work than the other. This firm is contemplating moving its less efficient factory to a more desirable location. So it is that industries seeking new locations are now inquiring closely into climatic and health conditions.

Another large manufacturing company has recently adopted the plan of handing out to their employees little booklets which give simple instructions as to diet, exercise and kindred subjects. They explain preventive measures that will go toward insuring perfect health. It believes this trifling investment will come back a hundredfold in increased health and efficiency.

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THE MULTIPOST IS SENT ON FREE TRIAL, EXPRESS PREPAID. No obligation whatsoever on your part. Send it back, express collect, if you are willing to part with it. **FULLY GUARANTEED** by a Company which has **ESTABLISHED** its ability and disposition to make good. Stamps for the **MULTIPOST** at any P. O.

—TRY THIS—

Form a mental estimate of how many stamps you use a day. Calculate what this should cost you per month.

—THEN—

Look up your postage account for a few months and see how near you guessed.

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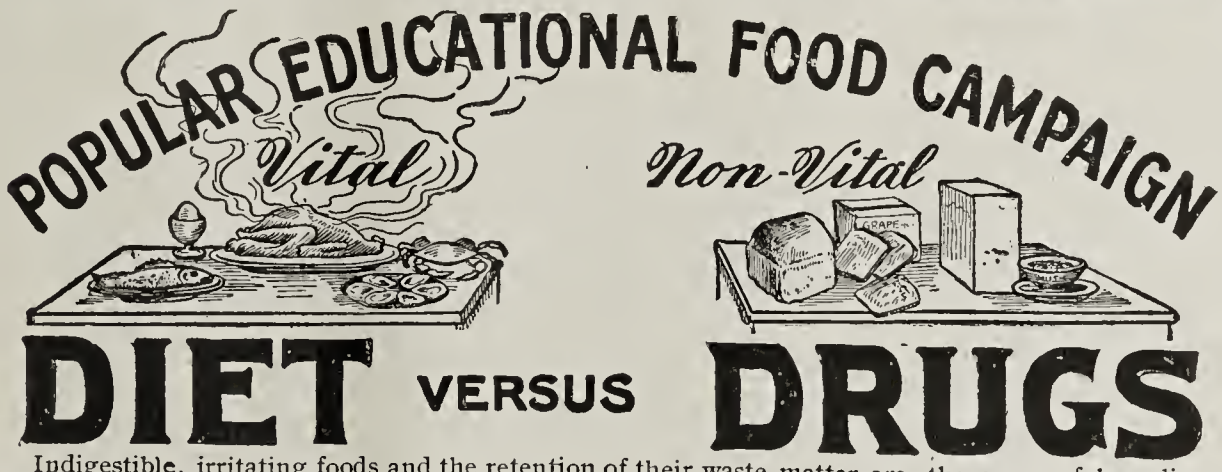
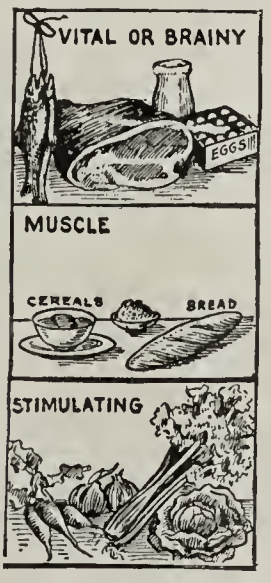


DIET VERSUS DRUGS

Indigestible, irritating foods and the retention of their waste matter are the cause of homeliness (double chin, dull eyes, bad skin, fagged face, etc.) dullness and disease. **The foods which cause expectoration, catarrh, cough, constipation, tumors, etc., are specified in the booklet.** Wrongly combined foods ferment, cause gas, poison, or kill; e. g., gastritis, appendicitis, apoplexy, etc.

Drugs never have cured disease, never can and never will cure. **No Foods Sold.**

Body rebuilt and purified by a suitable diet, free from irritating and indigestible materials



STRIKING EFFECTS OF DIFFERENT COMBINATIONS OF FOOD

An excess of starchy and fatty combinations of foods make you sluggish; it will give you dull, splitting headaches, lack of memory and concentration, drowsiness and inertia. A complete change to "digestible" brainy foods (suitable meat, game, fish and dairy foods, combined with suitable vegetables and fruits according to the new brainy diet plan) will produce the most marked improvements in a few weeks.

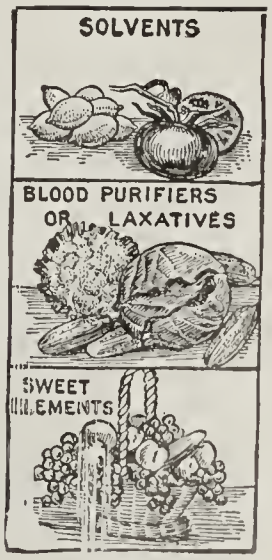
One dropsical consultant lost 18 pounds of over-weight in the first week, and returned to business.

Another, a thin man, after being out of work nearly a year through weakness, was restored in three weeks to hard work as a carpenter at full pay. In such cases the change from a clogging, death-producing diet to energizing foods caused a literal transformation.

Another patient, deaf in the right ear, owing to a discharge caused by an excess of mucus-making foods (cream, butter, cheese, etc.), was completely cured of deafness and catarrh by taking correct combinations of suitable foods.

A case of kidney and bladder trouble of ten years' standing was saved from a surgical operation, and the objectionable discharge cured within ten days, because the loss of control was due entirely to the constant irritation from certain irritating foods and drinks.

A chronic sufferer, weighing 415 pounds, reduced over 150 pounds (in public life, under many witnesses), gaining strength and firmer flesh, and losing rheumatism.



IMPORTANT—Long Personal Experience, Individualized Advice—During fifteen years of personal experiments, I have learned to produce in myself the symptoms of various diseases, each by eating certain wrong foods for a few days or weeks. They are: Rheumatism, catarrh, sore thoat, constipation, double chin, swollen glands, kidney troubles, shortness of breath, rough scaly skin, dandruff, sores, boils, pimples, rash. **AND I CAN RESTORE NORMAL HEALTH IN A FEW DAYS BY CORRECT FOODS.**

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Send Addresses of Your Sick Friends to

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The "Ever-Ready" is the quickest smoothest shaving razor ever made. Lather and shave with absolute safety. The "Ever-ready" cannot be made of better materials and it cannot be more complete. The best dollar razor, the best shaving safety at any price. Guaranteed so.

Extra Ever-Ready Blades **10 for 50c.** On sale everywhere or direct

American Safety Razor Co., Inc.
Herald Sq.
New York

Under the Manager's Eye

(Continued from Page 335.)

consideration and working under improved factory conditions, with broadening experience and increasing pay, the best class of workmen are contented to remain with the company year after year?

MACHINE DELAY REPORT

DEPT. _____ DATE _____

MACHINE	NO	REPAIRS	ORDERS	MATERIAL FROM STOCK	OPERATOR	TOOLS	CHANGE JOBS	PROD DELAY	REMARKS

These reports are analyzed daily, and the footings transcribed on a department sheet covering the records for a month.

The domestic influences bearing on a workman's life often work to his disadvantage in the factory and to direct loss to his employer. This is an element in the personal equation which cannot be fathomed. A factory manager never can tell when a man, after becoming skilled in his work and of high economic value, is going to quit his job. Sometimes the home influences compel a man to leave hurriedly. He may quarrel with his wife; he may be heavily in debt and behind in his payments, or he may have severe sickness or other troubles. These things are hard to regulate, but when petty jealousies between the families of workmen cause internal troubles in the factory, corrective measures may sometimes be taken, if discovered in time and this is one of the many things which the efficiency expert in this particular case looks out for. An incident of this nature is related which illustrates the value to the company of tactful mediation in such matters.

The efficiency expert one day discovered a workman packing up as if about to leave. He knew the man was one of the most efficient mechanics on the rolls, his average pay on the piece wage scale being above 50 cents an hour. Therefore he asked him why he was leaving. Getting a reply to the effect that the mechanic could no longer work under the foreman of the department, he surmised that he had been discharged, and asked him to wait a few minutes. Going direct to the superintendent he laid the facts that he then knew before him, and requested that the foreman of the department be called in. When the subordinate appeared he was thoroughly questioned, and admitted that, although the man was the most efficient mechanic in his department, he had "let him out." As a reason for this action he stated, that the man was "too smart" and was continually creating trouble among the other workmen by "showing up" their relative inefficiency in his more skillful work and larger earnings. While this was a condition that might be expected in any department, the fact remained that the man was an asset to the company and both officials wanted to keep him. After a conciliatory talk, therefore, he was persuaded to forget his grievances and be transferred to another department where he could earn fully as much money.

The efficiency expert, however, was not content to close the matter without getting to the very bottom of the trouble. He recalled the fact that some time before the mechanic had been offered the position of foreman of the department, and had declined it. To look up his average monthly earnings covering a period of two years, and compare them with the foreman's monthly salary, required but a moment;

MACHINE DELAY REPORT
for
February, 1913.

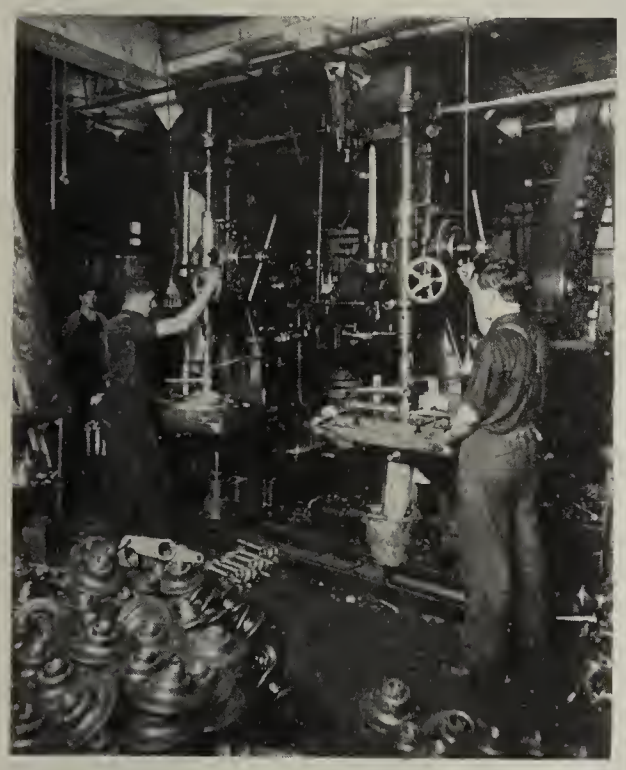
Department	Possible Hours:	Delay Hours	Running Hours	Efficiency %	% of Delay to Poss. Hours:
Knuckle	10710	1224	9486	89	11
Finish Grind	11760	538	11222	95	05
Forge	4620	444	4176	90	10
Lathe	6300	334	5966	95	05
Milling	5880	268	5612	95	05
Screw	11130	1063	10067	90	10
Hub	8400	978	7422	88	12
Drill	8822	128	8694	98	02
Total	67622	4977	62645	93%	07%

PERCENTAGE OF DELAY ACCOUNTS TO TOTAL DELAY BY DEPARTMENTS
for
February, 1913

Department:	Repairs	Material:	Operator:	Tools:	Job:	Prod.Delay.
Knuckle	14	11	13	20	06	36
Finish Grind	19	02	75			04
Forge	97	03				
Die Room	100					
Lathe	24	30	35			11
Milling Machine	39		61			
Screw Machine	35	02	41	16		06
Hub	40	10	07	10	28	05
Drill	76		07	17		
Average %	49	06	27	07	04	07

The total "possible hours" is easily determined by dividing the total working hours in the month by the number of machines in the department.

and he was not surprised to find that the former was getting considerably more money than the latter. So he called in the man for a quiet conference, and, upon questioning him, learned that the whole trouble had been caused by the envious feelings of the foreman's wife over the other's better living and more stylish appearance. Some bitter words had passed between the women, and the mechanic's wife had remarked with scorn that "if your

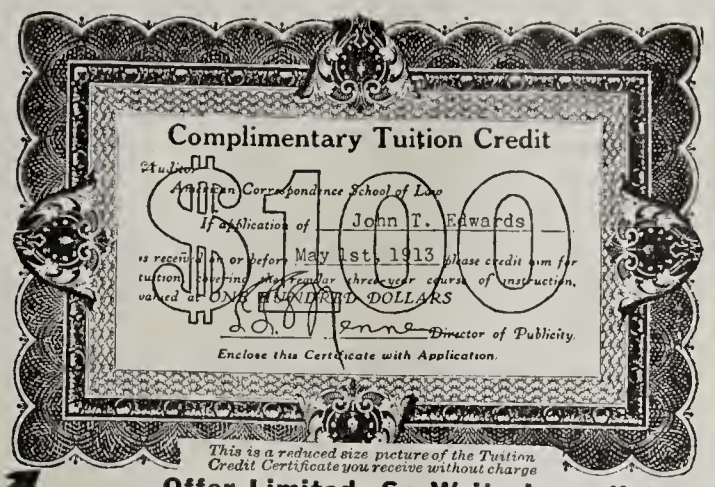


Special features in this department are the direct drive of belt, and the simplicity of jigs for holding the steering knuckle.

husband earned as much money as mine, you could spend more." This was too much for the foreman to stand, and he resolved at the first opportunity to take revenge by "firing" the mechanic. The act, however, was not overlooked by the efficiency man, and the point was that the foreman showed his own incapacity by his willingness to let the company lose an efficient workman in order to satisfy his personal enmity.

Delay Reports Show Up Losses

BY analyzing the pay rolls and comparing results at regular intervals, many irregularities or thoughtless acts of foremen are brought to light and corrected. In one instance it was found that a certain foreman had been working some of his men a good deal overtime, "to keep up the run of work," as he expressed it. He was rather surprised, however, to learn from the undisputable factory records that he had more "lay-offs" than any other department. Investigation showed that some of the men had made a practice of laying off frequently on various excuses, in order to work overtime at one-third additional pay. Besides the loss to the company in extra



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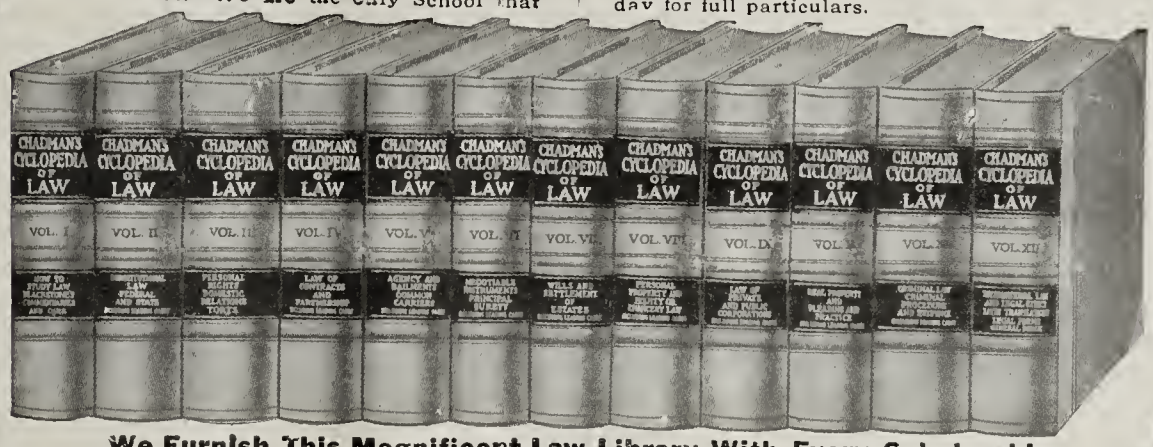

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166	Auto Supplies, Whol.	2.00
63	Auto Jobbers	1.00
521	Auto Tool Mfrs. and Dealers	4.00
227	Auto and Buggy Top Mfrs	2.00
886,000	Auto Owners, Per M	2.00
123	Auto Tire Mfrs.	1.50
267	Auto Truck Mfrs.	2.00
384	Advertising Agencies	4.00
514	Mfrs. and Jobbers Advertising Novelties	3.00
50,000	Agents, Books, etc., Per M	4.00
50,000	Agents and Canvassers, Per M	4.00
733	Amusement Parks	5.00
3,750	Department Stores	5.00
2,205,303	Farmers, Per M	2.50
1,976	Five and Ten Cent Stores	5.00
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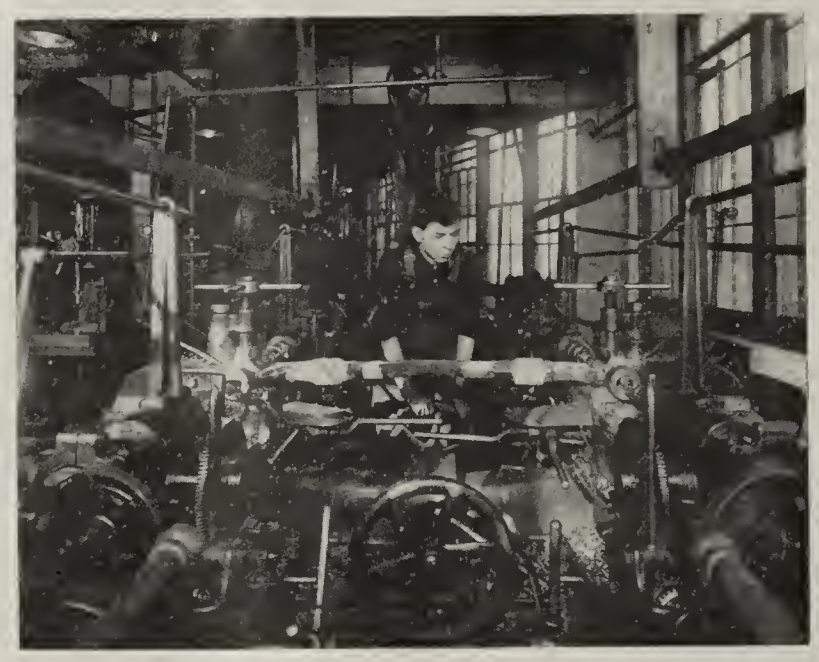

In machining a front axle, one machine performs eight different operations at one setting, insuring the various parts being in correct relation to each other.

pay, less efficient work was done after regular hours, and there was the increased overhead of keeping the machines running, and of light and heat required.

In keeping a close check on tools, as handed out on requisitions from the tool cribs, it was discovered that two of the most costly drills used in the shops were broken on one machine in a single night. This was such an unusual occurrence that the cause was promptly sought. When it was shown that an inexperienced boy at 15 cents an hour had been put on a job, requiring the use of a drill costing more than $60, in which the highest skill was essential for perfect work, no surprise was expressed at the result except that the foreman of the department should have been so thoughtless. It was a job calling for his most efficient workman, but why, after sacrificing one tool to inexperience, he still continued the boy on the work, could not be explained. The net loss, including spoiled material "in process" amounted to more than $125.

Another perplexing source of loss in operation is the delay in setting up machines for new jobs, and in making minor repairs. "Keep the machines running" is the slogan of the factory manager, for he knows it is the best way to keep the costs down. Foremen do not always use good judgment in allotting machines to do certain jobs they have notice are coming to them at stated times from other departments. A mechanic may be directed to set up a machine for a particular job, only to find after the operation is completed that the material has not arrived. An hour or two delay often occurs from this cause, and again, when rightly timed, the job may not come through as soon as expected due to delays from various causes in the other department. Unless the mechanic can be used for the time being on some other job, he must wait in idleness for the other. The overhead, during the interval, goes steadily on piling up its fixed charges against the production.

In order to call particular attention to avoidable delays, in order that they may be more quickly remedied, the efficiency expert causes various colored cards having the reason for delay printed thereon, placed on the machines so delayed. These cards are about 10x12 inches in size and the words are printed with heavy-faced type. There are cards reading "Repairs," "Orders," "Material," "Operator," "Production," "Tools,"" Change of Job," etc., which may be read from some distance by the Manager, Superintendent, Chief Engineer, and others passing through the shops. While this method of calling attention to delays acts as a strong inducement to get machines so delayed to running again, the cards are really a credit to the foreman, as it indicates the cause, of which a strict record is kept by the department clerk. Reports are made out daily by the clerk for the efficiency records, giving in detail the causes of all delays to the machines in the department.

Upon this report, which is designated as the "Machine Delay Report," are entered the names of the departments, the date, the machines delayed and their numbers, also the causes of delay as enumerated above. These reports are analyzed daily by a clerk in the office of the efficiency expert, and the footings transcribed on a department sheet covering the records for a month. The rulings and headings are the same as for the delay report, with the dates in the left hand column. At the end of the month the sheets are closed and a percentage computed by dividing the Delay Hours by the Total Possible Machine Hours, for the comparative percentage of the machine delays for the whole shop. The Total Possible Machine Hours is easily determined by multiplying the total working hours in the month by the number of machines in the department.

When the final records and percentages have been arrived at for every department covering a month, the totals are taken off on a summary Machine Delay Report, for that period. This report shows the name of the Department at the left, then the records of it as to the Possible Hours, the Delay Hours, and the Running Hours. Following these items are the Efficiency

Percentage and the Percentage of Delay to Possible Hours. When each department has been thus treated, the totals are carried down, and the average percentages computed. In a recent month the remarkable average efficiency of 93 per cent was attained by all machines, with only 7 per cent of machine delay.

On the same sheet can be shown by analysis the Percentage of Daily Accounts to Total Delay by Departments. The names of the departments are listed at the left, always in the same order, after which follow the headings "Repairs," "Material," "Operator," "Tools," "Job," and "Production Delay." These percentages not only show the delay due to each cause in every department to the total delay, but also the average of all departments to the total delay. They are valuable for comparative purposes and for use in charting the trend of machine delay and the tendency thereof. In no other way can the minutest details of operation be reduced to simple and comprehensive form easily read and understood by the officials and directors.

Don't Tie a Man's Hands

(Continued from Page 330.)

It seems that the year before he'd got caught on a washout on a little railroad in Central America (which, as he expressed it, "looked like a Christmas present to a kid"), and had been forced with two other salesmen to charter a launch at an exorbitant price. This, however, was less than the salary and expense of an indefinite wait involved, and he felt fortunate to get out of it at the price he paid. His house had not only questioned it but actually deducted two-thirds of the amount from his salary.

As he said, "I'm sorry not to go with you because I need the time in Valparaiso, but I'm not a millionaire yet, and while hotel bills and salary go on without question here, if I put in an item for a berth on a sailing vessel I'd have to pay for it myself."

I know I'd make a poor inside export man because I lack the ability to grasp all the factory data and make it count all over the world. I'm not trying to tell these good men how to run their jobs, but just to show that when they want a man to fight his way in new markets far away from home, it's the height of folly to tie his hands and expect him to sell goods.

[Mr. Chapman's next article will be on "South Africa—a Field for American Goods," and will be illustrated not only by photographs taken by himself on the ground, but, through his long time connections with export trade, by views taken for the leading export magazines and transportation companies, a combination which will insure the readers of BUSINESS a most attractive and complete business article.]

What "Spring-Needle" Means

To those who appreciate good underwear

Cooper's "Spring-Needle" machines make a fabric of the highest quality, much preferred and much more expensive than that made on the old latch needle machines. These "Spring-Needle" machines are slower in operation and require more expert operators than the latch needle machines. The fabric produced is necessarily more expensive than latch needle fabric—the yarns have to be of a better quality—the gauge properly filled, and other things that go to make the fabric more expensive but that expense is what makes Cooper's so good.

Cooper's "Spring-Needle" machines have revolutionized the underwear business. Latch needle goods cannot be compared at all with "Spring-Needle" goods. The "Spring-Needle" fabric is much superior in every way—more elasticity—better wearing—more comfortable and looks much better. There is absolutely no other make that can be compared with the genuine

Union Suits $1.50 to $5.00 per suit

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Our Union Suits are all made with the Closed Crotch under Pat. 973,200 issued Oct. 18, 1910

COOPER'S REG. U.S. PAT. OFF. Spring Needle Knit UNDERWEAR CLOSED CROTCH

For we make the machines that make the "Spring-Needle" Fabric

The very high reputation obtained for Cooper's "Spring-Needle" knit underwear has caused some manufacturers to advertise "Spring-Needle" goods made on Cooper's "Spring-Needle" machines, when 90% of their output is from the latch needle machines. *This is not fair to us nor to the consumer.* The only safety for the purchaser is to insist on the proper Cooper label shown here. No other mark. No other sign; just this one and it's on all the genuine. We can't make *latch* needle goods because we have no *latch* needle machines and cannot make the mistake of occasionally placing a ticket on the wrong garment.

No one else in the world can make a fabric "just like" Cooper's. We make all grades and all good dealers carry them. It's worth while to try and get them.

COOPER'S REG. U.S. PAT. OFF. CLOSED & CROTCH PAT. OCT. 18, 1910. UNION SUITS

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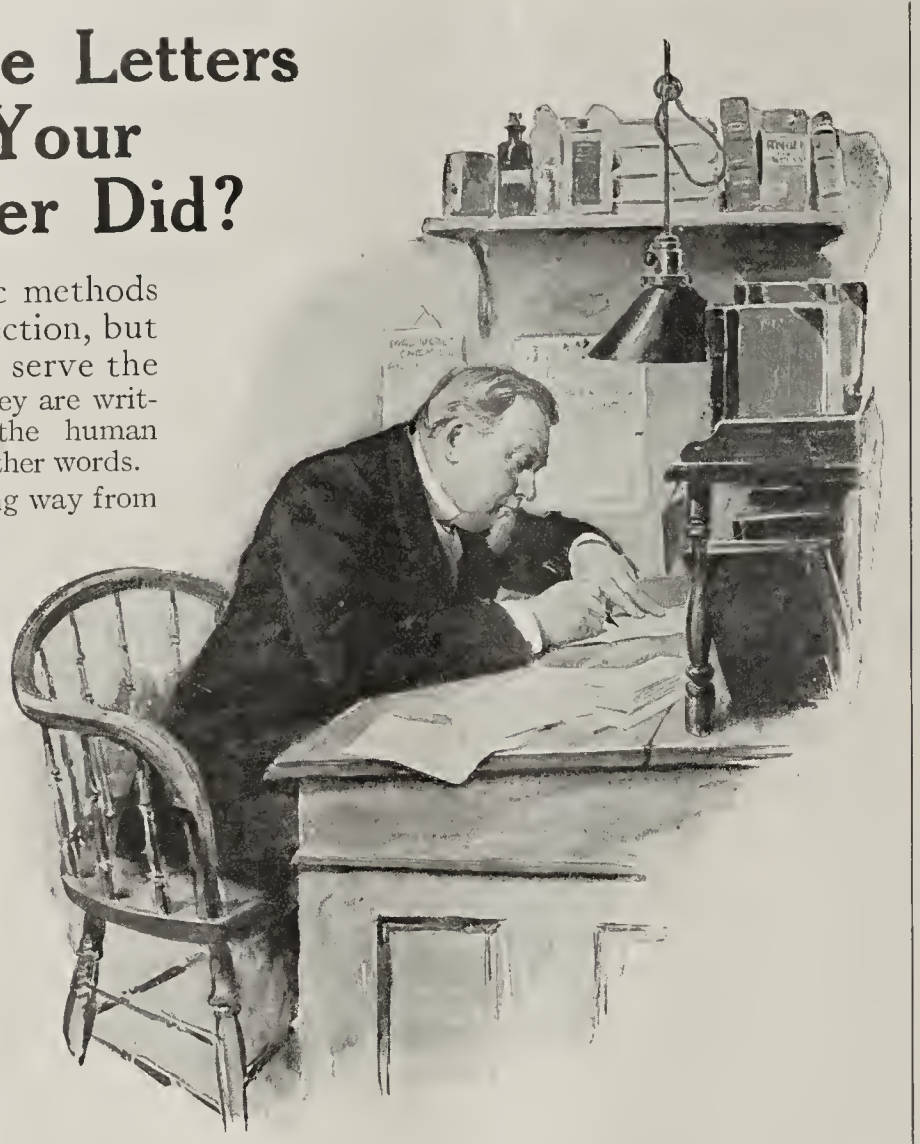
Modern stenographic methods give mechanical perfection, but if your letters are to serve the full purpose for which they are written, they must have the human touch, "the punch," in other words. We have progressed a long way from the ink horn and quill pen. You should have up-to-the-minute knowledge on how to handle correspondence problems; how to make your persuasive appeal convincing enough to pull people to your way of thinking.



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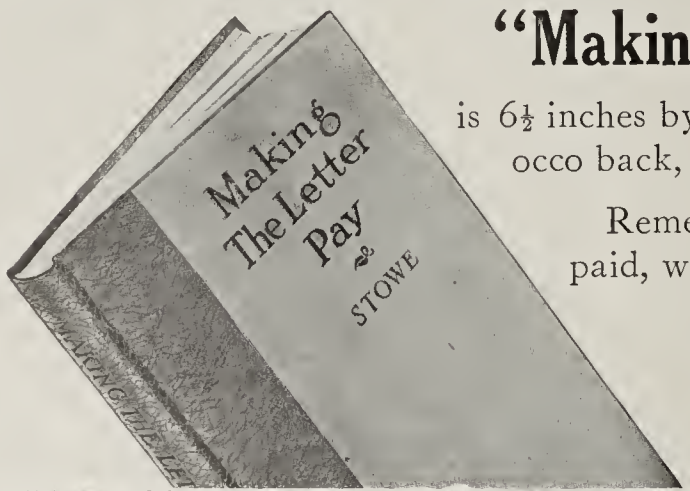

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Gentlemen:—Kindly send me, all charges prepaid, copy of **"MAKING THE LETTER PAY."** I am enclosing herewith $1.00 to pay for the cost of same.

NAME _____

ADDRESS _____

CITY _____ STATE _____

Finding Another Way Out

(Continued from Page 334.)

was a way out of every difficult situation and he was determined that if the crash came he would be found still looking for the "Exit." He tried to devise some other way of disposing of the unsold sets on hand and for using up the material in stock. To try to work up a regular mail-order trade through general publicity would take too long, even if he had the means for such a campaign; to sell through dealers was impractical for even if they were not supplied with similar sets through their jobbers, he was not in a position to carry their accounts for sixty or ninety days.

Finally the manufacturer took samples to the circulation manager of a large daily and suggested their use as premiums. They were tried out and found to be the best "pullers" the paper had ever used. The manufacturer figured it out that the "trust" would not follow him into this field, for it would mean no end of trouble with the agents if the "house" pitted them in competition against newspapers that were practically giving away sets. Within three weeks the manufacturer had closed contracts with publishers in two other cities and his plant was running overtime. He not only pulled the business out of a hole, but opened up an entire new field, and he now manufactures a large line of aluminum articles for premiums.

Many men, crowded up against the wall would have given up the fight just as the mail order dealer did, and complained bitterly how the "trust" drove them out of business. The dealer was familiar with only one method of distribution and when that was blocked he was done for. The manufacturer examined the obstacle in his path from every angle—and found a way to get around it.

CASE FOUR—Taking On a Heavier Load

IN NEARLY every business, large or small, there comes a crisis, a point where the easy thing is to quit and the hard thing is to keep on fighting. Many a campaign has been abandoned and many a business has been sacrificed at this turning point because the man behind it followed beaten paths instead of trying to get a new viewpoint and finding another way out.

Several years ago a printer, long on enthusiasm and short on cash, bought a printing outfit—largely on time and faith—and started a paper in a western town. It was a small settlement, made-to-order by the necessities of a new railroad for yards, shops and division headquarters. The road

was being built through an undeveloped country and it would be two or three years before it reached the coast. The little village was at the edge of a large irrigation district, but the dam was not yet completed, so even though everything pointed to a prosperous "future" there was little "present" business for a printing office.

Several months passed without a payment on the equipment and the creditors were threatening to foreclose. Convinced of the future growth of the town, the editor's problem was to "hold on." At last he worked out a plan and laid it before the division superintendent, who approved it and gladly gave him a letter to the general manager of the road, whose headquarters were in the nearest large city, nearly three hundred miles east. The printer went to see the general manager and presented his case so convincingly that this official in turn gave him credentials and transportation to Omaha, where he went to make his peace with the restless creditors.

"Instead of paying what I owe, I have come to ask for more credit," the printer explained to the credit manager of the type founders, who expressed himself in unexpurgated language at the "display of nerve."

"Well, here's the situation," the printer explained when the wrath of the credit man had spent itself. "I can just about exist out there and that is all. I could clear enough in a year to make a single monthly payment the way things are now. But the town is so sure to grow that I am not only willing but anxious to hang on even though I don't make a cent more than my living for a while.

"Now the railroad is very anxious to have a newspaper there—appreciates what it can do in the development of the town—and the officials are willing to throw me a lot of printing to help things along; for one thing, the division time tables—which is a good fat job—and then they agree to give me a nice line of tariff work and other forms if I am equipped to handle it.

"So here's the situation: You can foreclose, take your material and pocket the loss, which will be considerable. Or you can stake me for a pony cylinder, time table figures, brass rules and other material necessary for handling the railroad work. I can scrape a living out of the newspaper and I agree to pay you each month every cent I make on the railroad work.

"The company has no interest in the Denver shop that does its work—in fact it has been thrown down on several important jobs—and the general manager has agreed to this proposition."

"But up where you are," interposed the credit man, "the freight rates on paper would be so high you couldn't compete with a Denver house and have any profit left."

"I've arranged all that. The company will buy the stock they need direct of the wholesale house and deadhead it through—it will be company property and they will save the twenty-five per cent which printers always charge for carrying stock."

The outcome was that notes were extended and additional equipment was shipped. Slowly the editor pulled out of the hole, and when the "boom" finally came he was entrenched and in a position to make the most out of it. Today he has a thriving daily and a large job printing business. He found his way out by going deeper into debt, taking on a heavier load.

The majority of failures are preventable, but most men move in ruts and are stopped by the first unexpected obstacle. Sometimes they doggedly ignore the signs of approaching disaster; sometimes they get cold feet and give up at the first discouraging setback. The successful men are the ones who just begin to fight at the critical point where others would be ready to quit—and they keep on fighting until they succeed in finding another way out.

The Home-maker

Get Your Canadian Home *from the* Canadian Pacific

WE will make you a long-time loan—you will have 20 years to pay for the land and repay the loan—you can move on the land at once—and your Canadian farm will **make you independent.** This offer is directed only to farmers or to men who will actually occupy or improve the land.

Why not go where you can own 10 acres for every acre you now own or farm; where every acre will produce **double** what a worn-out acre produces anywhere?

Not on the face of Mother Earth can you find better land than this rich virgin Canadian soil. The enormous crop yield per acre proves this every season.

We Give You 20 Years to Pay

We will sell you rich Canadian land for from $11 to $30 per acre. You need pay only **one-twentieth down. Think of it**—only **one-twentieth** down, and then the balance in 19 equal annual payments. Long before your final payment comes due your farm will have paid for itself over and over again. Many good farmers in Western Canada have paid for their farms with one crop.

We Lend You $2,000 for Farm Improvements

This offer of a $2,000 loan is for farm development only, with no other security than the land itself, and guarantees our confidence in the fertility of the soil and in your ability to make it produce prosperity for you and traffic for our lines. The $2,000 loan will help you in erecting your buildings, fencing, sinking well and breaking, and you are given twenty years in which to fully repay this loan. While enjoying the use of this money you pay only the banking interest of six per cent.

Advance of Live Stock on Loan Basis

The Company, in case of approved land purchaser who is in a position and has the knowledge to take care of his stock, will advance cattle, sheep and hogs up to the value of $1,000 on a loan basis, so as to enable the settler to get started from the first on the right basis of mixed farming.

Farms Made Ready By Experts If Desired If you want a place already established, select one which our Department of Agricultural Experts has developed. On our Ready-Made-Farm, house and other buildings are up, well is dug, farm fenced, fields cultivated and in crop, all waiting for those who want an immediate start and quick results—all planned and done by men who know—our own agricultural experts. Take twenty years to pay if you want to.

We give *free* service—expert advice—the valuable assistance of great demonstration farms, in charge of agricultural specialists employed by the Canadian Pacific for its own farms. This service is *yours—free.*

This Great Offer Is Based on Good Land

The Canadian Pacific offers you the finest land on earth for grain growing, cattle, hog, sheep and horse raising, dairying, poultry, vegetables and general mixed farming—irrigated lands for intensive farming—non-irrigated lands with ample rainfall for mixed and grain farming. **Remember, these lands are located on or near established lines of railway, near established towns.**

Your new home and your fortune are ready for you in the famous, fertile Canadian West, with its magnificent soil, good climate, churches, public schools, good markets, good hotels, unexcelled transportation—**and 20 years in which to pay for your farm and repay the improvement loan.** Here is the Last Best West—where **your** opportunity lies. Don't delay. Mail the coupon below at once. The best land will be taken first—so time is precious for you. **Write today.**

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Canadian Pacific Railway Colonization Department
112 West Adams St., Chicago, Ill.

FOR SALE—Town lots in all growing towns—Ask for information concerning Industrial and Business openings in all towns.

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(Make a cross in the square opposite the book wanted)
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The CLEARING HOUSE

(Continued from Page 336.)

INDUSTRIAL co-operation is the twentieth century way of applying the time honored injunction "love thy neighbor as thyself," says *The Mediator.*

Co-operation a Boon to Industrial Progress

Co-operation is the elimination of waste, for only thus can progress be made. It abhors the wasteful extravagance of the competitive system. It abhors the fierce onslaughts which employers and employes have made upon each other in the past, for these onslaughts, born of hatred, have caused waste and retrogression.

The successful industrial leaders of today know that their success depends upon the elimination of waste, upon the greatest service to all the people, and upon the removal of suffering and want.

This spirit is manifested in the significant growth of the welfare movements, in the frankness with which industrial leaders are reaching down to the rank and file to explain and clarify the complicated machinery of our new industrialism, in the extension of the interest of the big men to the curriculum of the public schools, in the establishment of industrial schools, in the earnest effort to share more fairly with the rank and file in the fruits of production. And finally it is revealed in the multitudinous efforts to establish better and more wholesome environments for their men, and to create that feeling of contentment and harmonious interdependence through which the whole people are being touched and uplifted.

THE great difference in the burning of waste fuels is not in the requirements for combustion, but in the difficulty of meeting these same requirements, says David Moffat Myers in *The Engineering Magazine.*

Economic Combustion of Waste Fuels

There are two distinct classes of waste fuels—"auto combustibles," which maintain their own combustion after ignition, and combustibles which will not burn without the addition of heat from an outside source or without mixture with an auto-combustible.

With the improvement of furnaces for the handling of waste fuels, certain materials which were previously considered only semi-combustible have joined the list of auto-combustibles, and in burning waste fuels for boiler purposes, efficiency depends upon three conditions:

(1) High temperature,
(2) Correct amount of air supply, and
(3) Complete mixture of this air with the fuel gases.

In the first place, temperature of combustion depends upon two factors:

(a) The calorific value of the fuel, and
(b) The amount of heat absorbed by its resulting products of combustion.

Again, with reference to the second requirement, that of correct air supply, waste fuel requires different treatment from coal. In the first place the weight of air theoretically required to oxidize or burn completely a pound of the fuel, depends upon its chemical composition. Thus carbon requires oxygen equal to 2⅔ times its own weight and hydrogen 8 times its own weight.

Beyond this theoretical air supply, an excess of from 50 to 250 per cent must be provided, according to the fuel in question and the design of the furnace.

Another set of difficulties has to be overcome in connection with the third requirement of combustion, viz., thorough mixing of the air supply with the gases distilled from the fuel.

The tendency of the volatile portion is to flow quickly from the furnace, to become chilled below its ignition temperature by contact with boiler surfaces, and to escape unburned, thus constituting a serious loss of heat. One approved method for preventing this occurrence is so to construct the furnace and setting that predetermined currents will be produced which lengthen the travel of the gases, check their velocity, cause them to consume more time in contact with hot brick work in the presence of air, and finally produce a thorough mixture of the gases with the air for combustion.

A PRACTICAL illustration of the relative value of rapid delivery service as a business getter is given in a recent number of *Retail Equipment,* in which it is shown that when the woman next door sees a handsome motor truck draw up to the curb, she quite naturally becomes curious. When she finds that the motor truck delivered some packages from a store where the neighbor was shopping *that morning*—she thinks to herself that she will shop at that store too.

The Man with the Motor Wagon

Later on in the same day when a tired

horse drags an old-fashioned wagon to *her* door and the delivery man, sore-headed because of overwork and complaints that he did not get around soon enough, delivers packages of things she bought the *day before*—she is quite likely to add to his grievances and her own dissatisfaction by finding a little more fault.

The man with the motor wagon not only delivers the goods, but he carries satisfaction home to the customer, for modern merchandising is simply giving prompt action to the customer's cry, "I want what I want when I want it."

Efficiency Promoted by Moving Pictures

THE moving picture film has slowly but surely found its place in the industrial world, and at the present time is recognized as an important and necessary adjunct in many of the country's leading industrial corporations, says R. W. Davis in the *Efficiency Magazine*.

Manufacturers of machinery, having reduced the operation of their plants to an efficient basis where they are turning out the product speedily and economically, are confronted with the difficulty of marketing the output. The main difficulty being to get the prospective buyer to inspect the machine. This often entails a long journey and considerable expense, and the busy executive's time being of value, he cannot afford to be away from headquarters for any length of time. Increased output demands increased sales, and the old methods of sales arguments, printed matter and still photographs do not afford efficient methods of demonstration. The buyer of machinery wants to see the machinery actually doing the work for which it was designed, and here is where the moving picture film steps to the front as a synonym for efficiency.

Mechanical Bill Counter for U. S. Treasury

NOT until John P. Buckley invented his money-counting machine, did the U. S. Treasury officials believe that mechanism could take the place of the human brain, says a writer in the *Electrician and Mechanic*. But the single machine of its kind in the world now counting laundered money in the basement of the Treasury at Washington is the first of a larger order, and it is expected, if the twelve machines now being made for the Treasury prove the possibilities indicated by the present machine, to equip the Treasury with large numbers of them, as well as the sub-treasuries.

Mr. Buckley's machine cannot count without a bill in the machine. The attendant sits before a low table on which is a small and compact mechanism. In the front of her are several small, rapidly revolving rolls of a metal, on top of which are rapidly revolving wheels of brass. These wheels and rolls are in contact, and through them runs a small electric current. When a bill is fed in between the brass wheels and the rolls, the circuit is broken. The current has been actuating an electric magnet. The instant the magnet ceases to act, springs raise two flap doors to the compartment toward which the rolls and wheels are feeding the money. The bill slips out of the rolls and rests on these little flap doors. The act of raising these doors by the springs has actuated a mechanical counter. The instant the bill is ejected by the rolls, the electrical contact is re-made, the magnets pull down the doors, and the bill drops flat into the rack below.

When ninety-nine bills have fallen into the rack below, the little doors fly up as before for the hundredth bill, and count it, as before, as it passes through the rolls. But the little doors do not drop down again, a mechanical trip holding them in place. This is the signal for the operator to put a piece of blotting-paper or other separator on top of the hundredth bill. She then presses a button and the doors drop, carrying the hundredth bill and its separator into the magazine below.

Statement System of Balancing Accounts

IN describing the Statement System of proving depositors balances, Ralph Y. Olmstead says in the *Bankers Magazine* that the statement sheets are carried in a loose-leaf binder and comprise practically a duplicate ledger. They are headed on a typewriter, but otherwise all work upon them is done by pen and ink. The department where the work is done is independent of the bookkeepers, and upon this fact to a very great extent rests the success of the statement system. The man having charge of the statement book receives in the morning the corresponding set of accounts the deposit tickets and checks posted on the ledger the day before. These are posted to their respective accounts in the statement book and the balance of the account is extended in this manner each day. There are the same entries upon the statement form as have been made upon the account in the ledger; however, all debits and credits are posted upon the statement at the same time, making necessary but one extension of the balance. When the postings for the entire set of accounts are completed, the statement man takes his book to the ledger and compares the balances of the accounts as shown

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(Continued)

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SELF-FILLING Fountain Pen, perfect and non-leakable, made to sell at $3.00, for only $1.50. Solid gold pen with hard iridium tip. Guaranteed. B. M. Picard, Box 816, Detroit, Mich.

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I WILL START YOU earning $4 daily at home in spare time, silvering mirrors; no capital; free instructive booklet, giving plans of operation. G. F. Redmond, Dept. AD, Boston, Mass.

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5000 LABELS 2x1¼ INCHES $1.50 IN ROLL FORM. Gum Tape machines. Write, LABELS, 12 W. 125th St., New York City.

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$4.25 EACH PAID FOR U. S. Flying Eagle Cents dated 1856. $2 to $600 paid for hundreds of other coins dated before 1895. Send TEN cents at once for New Illustrated Coin Value Book, size 4x7. Get posted —it may mean your fortune. Clarke & Co., Coin Dealers, Box 128, Le Roy, N. Y.

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Let us tell you **HOW.** Don't delay for the vacation season is almost here.

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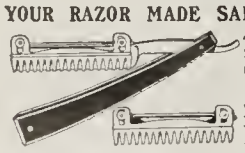

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by the statements with the balances standing to the credit of the respective accounts upon the ledger. Any discrepancy is thus located and corrected at once.

This proves to be a better method of providing against errors or false entries on the books than comparing the balances of the account only when a statement is rendered, which in some cases may be but once in three months. It also does away with the necessity of filing the deposit tickets by names, the tickets being bound and filed by date.

Making Your Elevator Safe

IN comparison with the number of passengers carried, the percentage of fatal elevator accidents is low, but the fact remains that each building must face the probability of contributing its share of casualties unless the management safeguards its elevator service. The desirability of added protection is being recognized to a greater extent now than ever before, says J. M. Graham in *Building Management,* and the recognition is being forced upon some owners by accidents in their own buildings.

One of the main causes of accidents is the unlatched gate. It may stand open only an inch or two, but the danger is in the temptation offered the waiting passenger to open it far enough to put his head in the hatch. Why any such temptation exists may seem peculiar, but nevertheless, a great many fatal accidents have been due to this cause during the past year alone.

Practically all other gate accidents are caused by the passengers attempting to leave or board the cab while it is in motion and before the gate is closed. The problem of how to prevent gate accidents, therefore, is correspondingly simple and definite, and the answer is, a device that will close the gate, lock it and absolutely prevent any movement of the elevator while the gate is open.

The ideal device must accomplish these results without the aid of the operator, and in fact, in spite of anything he may do to prevent them. It must be perfectly simple and above all have no mechanical connection whatever with any attachment on the cab. A properly designed electric switch that is closed when the gate is closed and opened when the gate is opened serves this purpose; all the switches in each hatch being in series the controller feed circuit (never the main feed) of their respective elevator, the instant any door is opened and the controller feed circuit thus broken, the operator is powerless to move the elevator.

Payment of Checks Where Aggregate Exceeds Deposit

AMONG the questions submitted to the *Banking Law Journal* is one which is of general interest to all banks which are clearing-house members, and also to business men who sometimes send out checks in advance of having the money on deposit to meet them.

It raises the point as to what course a bank should take when a number of checks, drawn by one of its depositors, are presented at the same time through the clearing house, and the aggregate amount of the checks is in excess of the amount on deposit to the drawers credit. Should the bank return all the checks, or should they pay them so far as the deposit will go? If the latter course is to be adopted, then which of the checks should be paid, and which should be returned? Should the checks be paid in the order of their dates, or should they be paid in the order of the amounts for which they are drawn?

A Pennsylvania decision was held that, where a number of checks against one account are presented at the same time through the clearing house, and the account is not capable of paying all of the checks, the bank must pay the checks so far as they can be paid with the amount standing to the drawer's credit, and may, at its option, select which of the checks it will pay.

Credit Men Urge Banking Reform

SUPPLEMENTING a previous demand for banking and currency reform, the *National Association of Credit Men* is sending a bulletin broadcast throughout the country, telling what must be provided by new legislation if the system is to be made adequate and safe.

"A new system," they say, "to be adequate and safe, must provide for flexibility in the use of bank reserves, elasticity of the currency and an open market for the discount and rediscount of sound commercial paper.

"Flexibility in the use of bank reserves, through central control, will make them available to support currency and credit in the relief of financial distress and for the needs of business at the time and place when and where relief is needed. This will foster co-operation in banking, with the beneficial results that usually atend it. Flexibility will also correct the tendency to hoard—a misconception of self-protection —which brings division of bank reserves and resources among our thousands of banking institutions at critical periods—a situation that aggravates rather than corrects the conditions which induce panics."

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Brief Reviews of New Books on Accountancy and Business Subjects, Selling Plans, Advertising, Collections, Factory Management, Etc.

Auditing Theory and Practice

(Robert H. Montgomery)

THIS author is too well known to need any further introduction, and the purpose of this new book is to set forth the principles underlying the theory and practice of auditing in a scientific manner, and to enable the practicing accountant or auditor to so present his report that the full import of the statement it contains will be perfectly clear to those who are entitled to this information.

This is the point of view, to which every accountant should direct his attention until he can so connect figures and transactions that an audit will no longer mean a mere verification of the figures in the books, but will bring about an absolute meeting of the minds between the auditor and his client.

In the first chapter the author covers the purposes and advantages of an audit, bringing out the necessary qualifications of an auditor, and going into detail as to the duties and responsibilities developing upon him. The application of the Corporation Tax Law is made clear in a later chapter, and the important subject of Depreciation is covered from every possible angle. The book then goes into an explanation of the special points necessary to be considered in various classes of audits, and closes with some excellent illustrations of auditing questions which have been used in recent C. P. A. examinations. *(The Ronald Press—$5.00.)*

Collecting by Letter

(W. A. Shryer)

IN these two volumes the author goes much deeper into business psychology than the titles of the books indicate. The discussion is presented more from the angle of human motives than from the ordinary standpoint, and his chapter on psychology of reason is exceptionally good. Success in any business, he says, must depend largely on two important qualities—imagination and reason—and in the collection business especially, reason and judgment are required constantly. Careful attention and skillful discrimination enter as active factors into the handling of almost every account, and the man with ability to reason quickly and carefully secures more settlements, with less friction and delay, than any one who fails to give due consideration to the problems from the standpoint of human motives.

The first volume shows why by far the greater number of accounts can be and should be collected by mail, and in addition to the general principles of building collection lettters, he discusses a large number of legal phases. In the second volume a great many practical letter forms are presented, together with explanations as to their various bases of appeal. *(Business Service Corporation—$3.00.)*

Cost Reports for Executives

(B. A. Franklin)

IN this excellent work the author approaches the study of costs from the viewpoint of the executive, rather than that of the cost clerk. It is, therefore, not limited in its scope to any particular business, but illustrates principles that can be carried out in various ways, and to suit varying conditions. It presents forms and rulings, filled with figures, to make their use clear, but lays more stress on the substance of the information which these forms should present than upon the clerical work necessary in making them up.

The author believes that cost reports can be, and should be such as to enable the executive, sitting in his office, to visualize the shop conditions, detect waste in time or material, and establish the highest possible standards. The practical mind should be used in the consideration of as few figures as possible, and these must be the vital ones, so that the discriminating mind can, with vigor, cover the entire field, and quickly get to the botom of any situation.

After an economic consideration of the material and labor costs, he takes up the vexing question of expense, and shows how to reach a practical theory of cost distribution. The cooperation of the executive organization, he says, finds no better field for action than in studying the expense analysis, and in competitive businesses, it is more important that theories of expense application should be alike than that they should be exact, except as to totals. *(The Engineering Magazine—$5.00.)*

How to Persuade and Convince

(B. C. Bean)

ONE of the strongest inspirational books on Salesmanship that has ever come to our notice.

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Equipment for Universities and Schools

RECOGNIZING the constantly growing desire on the part of educational institutions to give their students the benefit of economies introduced into the management of business affairs, a prominent supply house has gotten out a new booklet on standardization of equipment, which is well worthy of casual mention.

Business practices have so well defined the methods employed that the devices adopted by an industrial institution in one part of the country can be duplicated in another thousands of miles away. Yet such standardization does not often prevail in our universities, where it would seem most important that there should be harmony of design, not only in the outward appearance, but in the interior equipment.—*(Globe-Wernicke Co.)*

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